



Overview

- What is Strategic Planning?
- Why Engage in Strategic Planning?
- Why Strategic Planning for Sustainability?
- The IMA Strategic Planning Model and Process



What is Strategic Planning?



Strategic planning overview

Four fundamental questions must be answered:

- 1) Where are we now?***
- 2) What must we achieve to be successful in the future?***
- 3) How will we get there?***
- 4) How will we know how we are progressing and when we achieve the goal?***

To improve agency performance

To foster future oriented and creative thinking

To comply with mandates and legislative requirements:

- President's Management Agenda and Budget
- Government Performance and Results Act of 1993 (GPRA)

A good strategic plan will:

- 1. Identify the processes to establish priorities***
- 2. Determine short-term business and action plans***
- 3. Span the cycle of constantly changing commanders***
- 4. Drive resource allocation***
- 5. Allow you to prioritize expenditures based on action plans, targets and objectives***

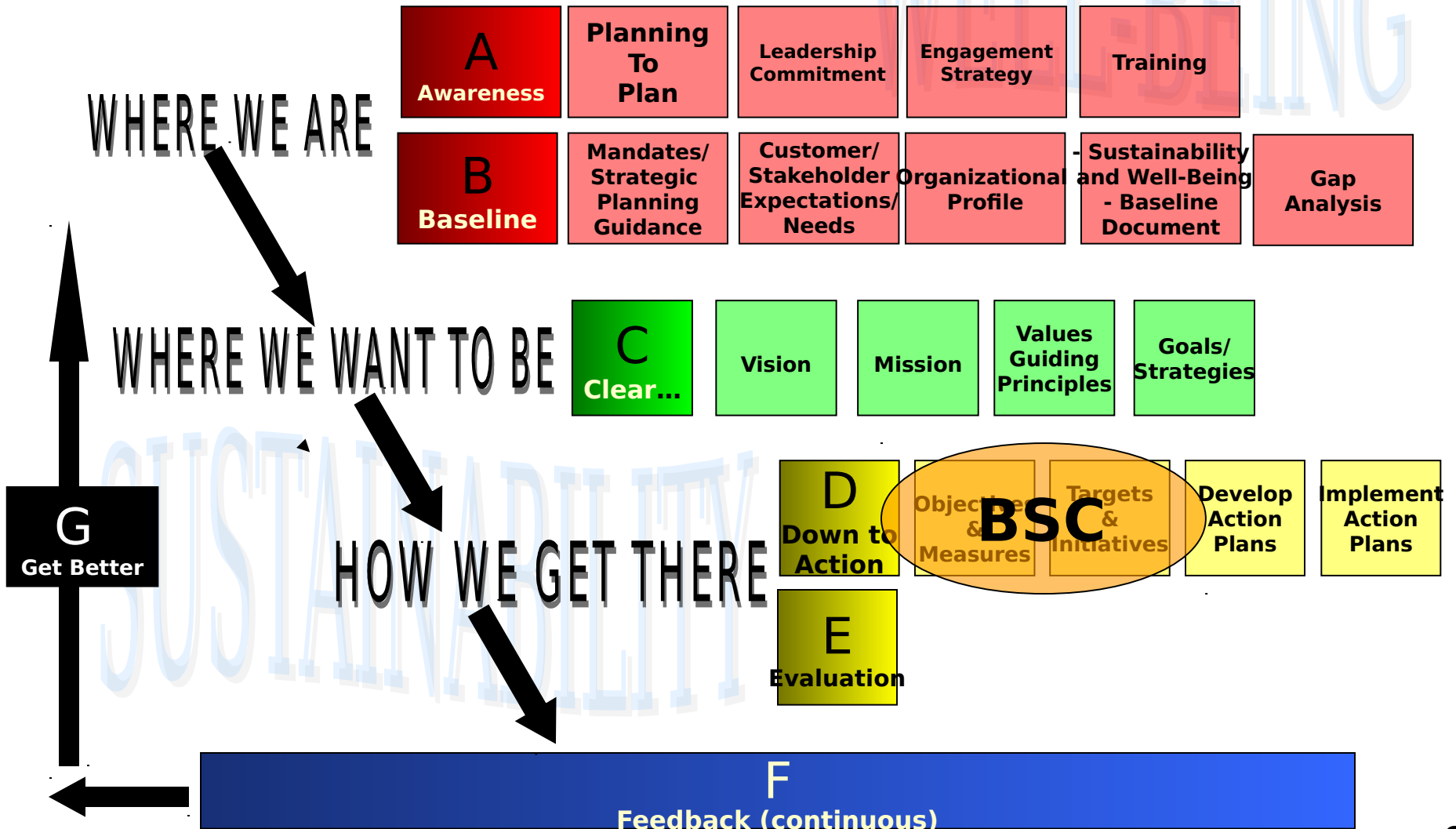


IMA Strategic Planning Model





IMA Strategic Planning Model and Process (cont.)





Dimensions of Sustainability Issues



...INCREASING PRESSURES





Sustainability/Well-Being Exercise



Exercise: 15 minutes

As a team, for each of the most critical challenges and pressures your installation is facing, **list the sustainability and well-being concerns, factors, or issues.**

Look into the future....

...if we continue to do business as usual, what are the likely impacts that may create future impediments/distractions to mission success.

Prepare to brief the class on your findings.



A: Awareness

A1 - Planning to Plan

A2 - Leadership Commitment

A3 - Engagement Strategy

A4 - Training



IMA STRATEGIC PLANNING MODEL



Step A

Awareness Steps	Approach to Awareness
Awareness Step One Planning To Plan	Inputs: Staff, Stakeholders
Awareness Step Two Leadership Commitment	Process: Select Planning Team, Communicate Leadership Commitment, Provide Training To Participants, Engage Stakeholders
Awareness Step Three Engagement Strategy	Deliverables: People Ready To Plan
Awareness Step Four Training People must be trained to understand the concept of sustainability and well-being; and the Army Performance Improvement Criteria	Lead: Plans Office Players: Staff, Stakeholders



A1: Planning to Plan



Requirements Checklist

- Senior **leadership's communicated commitment**
 - Properly resourced process
- **Tasks** outlined with a **timeline** for completion
- Relevant process **participants**, points of entry and roles and responsibilities identified
- **Participants trained** on the purposes, and philosophies, methods, expected benefits, and outcomes of strategic planning
- Developing **stakeholder ownership**
- **Access to data** (e.g. customer satisfaction, cost and performance measurement)
- **Identify** risks and mitigation strategies



A2: Leadership Commitment



Senior leader's responsibilities

- Provide overall **strategic direction**
- Stress the concepts of **sustainability and well-being as corporate priorities**
 - Recognize **sustainable development as vital to national security**
- Use **APIC** as the way to run the organization

1) Leadership promotes a culture focused on educating, training, and motivating staff to manage change and to conduct their activities in a sustainable manner

2) Leadership at all levels must strongly commit to take a restorative approach, to set best practices standards, and to a process of continuous improvement



A3: Engagement Strategy



Imperatives: Determine How to do the

- **Identify stakeholders** (PW, ENV, PAIO, Command Group, SMC, Range Officer, PAO, JAG, DOC, other stakeholders and supporters)
- Reach out to employees, leadership, customers and other stakeholders.
- **Educate yourself and others** (applies to all involved: installation and surrounding communities, as well as planners, customers, stakeholders etc); understand the concept/theory and application of sustainability; familiarize yourself with the Army Strategy for the Environment;
- **Engage stakeholders from inside and outside the fence** (everyone who is **impacted by installation operations**, e.g. Soldiers, families, employees, HQ, tenants, other military in the region/state, community members, regulators, federal agencies, interest groups, contractors) to provide insight on:
 - What products and services are of value
 - Current operations
 - Future vision
 - Major challenges



A4: Training the Planners



Imperatives and Delivery

Use well-informed and trained staff “ready to plan” with working knowledge of:

- **APIC**
- **IMA’s strategic planning model and processes**
 - ***Sustainability and Well-Being***
 - ***Balanced score card/strategic readiness system***

Provide training through a combination read-a-heads, briefings, meetings, and training just-in-time and not only several months ahead of the planning process (**Regions provide support for this effort**)



B: Baseline

B1 - Review and Evaluate Mandates and Guidelines

B2 - Understand Stakeholder Needs

B3 - Create/Review the Organizational Profile

B4 - Sustainability and Well-Being/Baseline Document

B5 - Conduct Gap Analysis



B1: Review and Evaluate Mandates and Guidelines



Overview

- Evaluate the installation situation: review your mission; understand how sustainability supports and protects your mission
- Understand relevant organizational mandates and guidelines and their implications for action and resources are invaluable when engaging in strategic planning
 - **Reviewing mandates and guidelines** is a requirement both at HQ IMA and at the installations
 - The **Plans Division or Section will be the lead staff element regarding the organizational-level review of mandates** and guidelines and individual staff elements will perform their own review
 - Each Mandate and Guideline must be weighed and prioritized to achieve a proper balance in execution
 - **External and internal mandates and guidelines act as either authorization for or constraints** on how an organization may operate and achieve its strategic planning objectives. Some mandates/guidelines include:
 - US, DoD, DA, and IMA Policy and Requirements
 - Federal regulations
 - National defense strategies
 - DoD and Army strategic planning and programming guidance



B1: Review and Evaluate Mandates and Guidelines (cont.)



Sample Mandates and Guidelines

As stated, the strategic plan must incorporate mandates from outside IMA as well as within the agency. It must also reflect clearly the Department of The Army's Charter for IMA.

The following is a partial list of mandates and guidelines to begin the strategic planning process (a more comprehensive list will subsequently be published by IMA HQ):

- Government Performance Results Act (GPRA)**
- The President's Management Agenda**
- Congressional mandates**
- Budget mandates**
- Department Of Defense (DoD), Office of Management and Budget (OMB), Department of the Army (DA) and Assistant Chief of Staff for Installation Management (ACSIM) mandates**
- National Military Strategy (2004)**
- Annual Defense Review (2004)**



B1: Review and Evaluate Mandates and Guidelines (cont.)



Sample Mandates and Guidelines (continued)

- **The Army Plan 2002-2017**
- **The Army Campaign Plan**
- **Joint Vision 2020**
- **The Army in 2020 (2003)**
- **The Way Ahead (Nov 2003)**
- **The Army Posture Statement (2005)**
- **The Army Strategic Planning Guidance 2006-2023**
- **Army Regulation 210-20 Master Planning for Army Installations**
- **Army Regulation 200-1 Environmental Stewardship and Sustainability**
- **Army Sustainable Range Plan 2003**
- **Army Strategy for the Environment, (2004)**
- **ACSIM Sustainable Design and Development (SDD)**
- **U.S. Army Chief of Staff's "Areas of Focus"**
- **Garrison PAIO Functional Description (Para 4H 1, 2, & 3)**



B2: Understand Stakeholder Needs



Overview

- **Identifying and involving customers and stakeholders and understanding their expectations** and requirements is a must in the strategic planning process.
- Their views, needs, and concerns require consideration during development of organizational goals, objectives, strategies and programmatic outcome measures
- **Report customer and stakeholder requirements, by group, in the Installation Organizational Profile.**



B3: Create/Review the Organization Profile



HQ IMA mandates all installations to create an organizational profile and conduct an APIC self assessment

The organizational profile provides a snapshot of the

- **organization.** Addresses operations and key challenges. Identifies potential gaps in required information and focuses on critical performance requirements and business results
- Provides planners with a common understanding of the organization and what they consider important
- Identifies topics for which conflicting, little, or no information is available and is the starting point for planning efforts



B3: Create/Review the Organization Profile (cont.)



SWOT Analysis Framework

- Scan the internal and external operational factors that influence IMA and its installations
- Factors internal to the organization usually can be classified as strengths (S) or weaknesses (W); those external to the organization can be classified as opportunities (O) or threats (T) - together they form the basis of a SWOT analysis of the strategic environment
- Strategic plans ARE NOT:
 - Merely "to-do" lists of what to accomplish over the next few years
 - Effective unless consulted when the organization is faced with making difficult, major decisions, allocating resources, setting operational priorities
 - Tactical or short-term in nature
- These are due to plans that are only developed from what is known about current organizational requirements and external conditions

Operational Scan	
/	\
Internal Analysis	External Analysis
/ \	/ \
Strengths/Weaknesses	Opportunities/Threats
SWOT Matrix	

The SWOT analysis provides information - instrumental in strategy formulation and selection - to help in matching resources and capabilities to the organization's operation environment



Structured SWOT Analysis



	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Stakeholder and Mission	POWER PROJECTION PLATFORM READINESS LEADERSHIP EDUCATION CENTER (Continuous Learning) COMMUNITY PARTNERSHIP	CUSTOMER EXPECTATIONS INFRASTRUCTURE COMMUNICATION	PARTNERSHIPS COMMUNITIES COMMUNICATION CLIMATE CONDUCTIVE TO CHANGE	BRAC ENCROACHMENT OPTEMPO DWMNDLING RESOURCES
Internal Processes	CUSTOMER FOCUS MODEL PROGRAMS TECHNOLOGY CAPABILITIES DIVISION/INSTALLATION INTEGRATION (IMA)	PERFORMANCE MEASURES NON-VALUE ADDED WORK OPERATING IN STOVEPIPES PROCESS NOT LINKED TO STRATEGIES BUREAUCRACY	CHANGE REQ/MEO IMPLEMENTATION PROCESSING MAPPING STANDARD LEVELS OF SERVICE/COMMON LEVELS OF SUPPORT AUTOMATION/TECHNOLOGY	MISSION/IMA SPLIT COMPETING PRIORITIES
Learning and Growth	COMMITTED CONTINUITY MULTI-SKILLED DIVERSITY COMPETENT	TURBULANCE TRAINING NOT LINKED TO STRATEGY MORALE AGING WORKFORCE	CAREER FIELD DEVELOPMENT SELF DIRECTED WORK TEAMS TRAINING RECOGNITION LEADER DEVELOPMENT	LOSS OF EXPERIENCED WORKFORCE DOWNSIZING RESISTENCE TO CHANGE
Resource	ICA FLEXIBILITY INNOVATION REIMBURSEMENT MWR/USA OPM	BUDGET PROCESS RESOURCE DIVERSION ACCOUNTABILITY UNKNOWNNS	ACTIVITY BASED COSTING/MANGEMENT REIMBURSEABLES INPUT TO PROGRAM (POM) CONTRACT MANAGEMENT REVIEWS	INSUFFICIENT OR REDUCTION OF DOLLARS LACK OF FLEXIBILITY DUE TO FENCED DOLLARS IMA (CABC)



B3: Create/Review the Organization Profile (cont.)



SWOT results

After completing your SWOT analysis, a best practice is to address the following challenges:

- How can the organization sustain the strengths identified
- How might the organization use strengths to take advantage of opportunities identified and overcome threats
- How can the organization minimize or overcome weaknesses in order to take advantage of opportunities and overcome threats

One of the best ways to address these challenges and translate the findings into useful material for later in the strategic planning process is to develop a modified SWOT matrix:

	Strengths	Weaknesses
Opportunities	S-O strategies	W-O strategies
Threats	S-T strategies	W-T strategies

S-O strategies pursue opportunities that are a good fit our strengths.

W-O strategies overcome weaknesses to pursue opportunities.

S-T strategies identify ways that we can use its strengths to reduce our vulnerability to external threats.

W-T strategies establish a defensive plan to prevent our weaknesses from making us highly susceptible to external threats.



B4: DO NOT OVERLOOK... **Sustainability and Well-Being**



- **Define links between mission, environment and community**
- **Identify long-term challenges military installations and surrounding communities face**
- **Make strategic planning your framework for comprehensive, long-term installation and community planning leading to sustainable installations in the future (show movie)**



B4: DO NOT OVERLOOK... **Sustainability and Well-Being**



Identify *significant impacts* on mission, well-being and environment due to installation operations:

- Examine current impacts and root cause
- Examine potential/future impacts and root cause

Significant Impact includes mission constraints, decreased well-being, community economic or environmental concerns, cost increases, unrecoverable environmental damage.

Impact Examples

Mission: Restricted training time, decreased airspace, temporary and permanent loss of land for mission uses, communications interference, increased costs....

Well-Being: Health, safety, security, employment, property values, costs, recreational opportunities, availability of resources such as water, air, land....

Environment: Water pollution, water availability, air pollution, land contamination, land degradation, plant and animal impacts....



Role Model Exercise



Exercise: (15 minutes)

As a team, what is an area that your installation can develop to be a role model in IMA (be the best) in one or more areas of environmental sustainability, operational excellence and sustainability, and/or leadership/management sustainability.

Prepare to brief the class on your conclusions.



B4: **BASELINE DOCUMENT**



- The baseline document helps build consensus on critical sustainability and well-being issues, documents them for all involved in the planning process, and provides data for the next steps in the planning process
- Baseline document helps provide installation focus while recognizing regional issues, influences and impacts
- Baseline document consists of:
 - Message from Garrison Commander
 - Table of contents
 - Executive summary
 - **Organizational Profile**
 - Acronyms and abbreviations
- The sustainability and well-being portion of the baseline document includes the following:
 - States sustainability and well-being challenges in each core area
 - List key impacts on mission, well-being and environment
 - List significant activities and key data
 - List current **sustainability and well-being initiatives**
 - List **sustainability and well-being opportunities**



B5: Conduct Gap Analysis



Gap analysis of the strategic planning process

- Focuses on elements of the organization's business processes - such as leadership, human resources and strategic planning itself
- Requires the organization to implement a system to ensure sustainability of **action plans** [2.2a(1)], progress and success of the plans [2.2a(5)] and modify and rapidly execute new action plans as needed [2.2a(2)] - such a system is defined in APIC (Category 2:Item 2.2)
- Recommends APIC be used at the onset and reviewed at the "feedback" stages of the process



C: Clear **Vision, Mission, Values, Guiding Principles and Goals**

C1 - Describe an Ideal Vision of the Future

C2 - Develop a Mission Statement

C3 - Articulate Values and Guiding Principles

C4 - Strategic Goals

C5 - Communicate Strategy to Customers and Stakeholders



C1: Describe an Ideal Vision of the Future (cont.)



Key vision questions for organizations

- **What ultimate value does the organization provide to its customers and stakeholders?**
- **What work will the organization be pursuing into the future?**
- **What does senior leadership want the organization to be?**
- **How will the organization be known, or what reputation will it have?**
- **What will success look like?**



C1: Describe an Ideal Vision of the Future (cont.)



Characteristics of vision statements

- A vision statement describes a desired **end state** which helps focus the organization's future direction
- A vision statement “paints a picture” with words, is well articulated and **easily understood**
- A vision statement should challenge and **inspire** the group to achieve its mission
- It should orient the group's energies and serve as a **guide to action**
- Generally, a vision statement addresses a **3-7 year timeframe** (in many instances may be longer)
- Vision statements express **where** an organization wants to be, **not how** it will get there
- Ideally a Vision statement is **both** action and customer oriented
- The vision statement should be based on a **common understanding** of the validated strategic context and must be **consistent with the organization's values and guiding principles**



C1: Describe an Ideal Vision of the Future (cont.)



Public Sector Examples: Good or Not?

- **NGA (formerly NIMA):** Map the world
- **NRO:** Freedom's sentinel in space, one team, revolutionizing global reconnaissance
- **DOE :** Through leadership in science and technology continue to meet the Nation's needs in energy, environmental quality, and national security
- **FBI Academy :** To be the premier law enforcement learning and research center and an advocate for law enforcement's best methodologies and practices worldwide
- **NASA :** To improve life here, to extend life to there, to find life beyond
- **CIA :** To be the keystone of a US Intelligence Community that is pre-eminent in the world, known for both the high quality of our work and the excellence of our people



Vision Exercise



Objective	Review/Define or Develop your Installation's Current Vision Statement
Participants	All
Materials Needed	Strategic Context Worksheet; Draft IMA Vision (next page) or your own; Refined IMA Mission; Flip chart and markers; Example Vision descriptors (next slide); Post-it notes
Instructions	1. Get into breakout groups 2. Each group should review and critique the current IMA Vision statement based on the optimal characteristics of Vision statements identified on the previous slides, and its understanding of the Strategic Context. Discuss the elements of the Vision should change and remain 3. Given the results and synthesis from above, define the key elements of a refined Vision. Using these elements craft a refined Vision Statement for your installation 4. Be prepared to report your group's Vision Statement, how it ties to the strategic context and the justifications for any modifications
Timing	15 minutes for breakouts; 20 minutes for presentation and Vision Statement



C2: Develop a Mission Statement



Mission and vision according to Dilbert©

“The first step in developing a vision statement is to lock the managers in a room and have them debate what is meant by a vision statement, and how exactly it differs from a mission statement. These are important questions, because one wrong move and the employees will start doing ‘vision’ things when they should be doing ‘mission’ things and before long it will be impossible to sort it all out.”

Scott Adams, The Dilbert Principle (New York: Harper Business, 1996)

MISSION STATEMENT GENERATOR

Our mission is to continue to dramatically engineer prospective solutions so that we may endeavor to quickly administrate quality meta-services for 100% customer satisfaction

OR

It is our mission to interactively enhance effective infrastructures so that we may endeavor to competently restore enterprise-wide deliverables to exceed customer expectations

[*http://www.dilbert.com/comics/dilbert/career/bin/ms2.cgi](http://www.dilbert.com/comics/dilbert/career/bin/ms2.cgi)



C2: Develop a Mission Statement



Mission: Explain why the organization exists

- **Mission is a precise description of what an organization does**
- **The mission statement provides the basis for determining the direction of the organization, the business of the organization, the products provided to its customers, and the focus needed among its employees**
- **A mission statement should answer the following questions:**
 - **Who does the organization serve?**
 - **What does the organization provide?**
 - **When does the organization deliver products or services and why?**



C2: Develop a Mission Statement



What makes a “good” mission statement?

Answers to the following questions can help to evaluate the effectiveness of an organization’s mission statement:

- Is it **clear and understandable to all personnel, including rank and file employees?**
- Is it **brief enough for most people to remember?**
- Does it clearly specify the organization’s business?
- Is it broad enough to allow flexibility in implementation, but not so broad as to permit a lack of focus.



C2: Develop a Mission Statement



Mission Statement Examples

- **3M** - To solve unsolved problems innovatively
- **NASA** - To understand and protect our home planet, To explore the universe and search for life, to inspire the next generation of explorers, ... as only NASA can
- **Fannie Mae** - To strengthen the social fabric by continually democratizing home ownership
- **Hewlett-Packard** - To make technical contribution for the advancement and welfare of humanity
- **Lost Arrow Corporation** - To be a role model and a tool for social change
- **Mary Kay Cosmetics** - To give unlimited opportunity to women
- **Merck** - To preserve and improve human life
- **Walt Disney** - To make people happy

Which of these might be too vague and apply to any organization?



Exercise Introduction



5 Whys: Helping to Uncover the Mission— A market research company sample

- Initial statement: **To provide the best market research data available**
- Question then asked... **“Why is it important to provide the best market-research data available?”**
- New answer reflected deeper sense of organizations purpose: **To provide the best market-research data available so that our customers will understand their markets better than they could otherwise**
- Further investigation brought about making a contribution to their customer success: **To contribute to our customer’s success by helping them understand their markets**

***Purpose of 5 Whys is to move to a different level
of abstraction—leaving characteristics out***



Mission Exercise



Objective	Review and refine the current Installation Mission for Strategic Planning purposes
Participants	All
Materials Needed	Current Mission from IMA (see next page) or your organization; Strategic Context; Mission Criteria
Instructions	1. Break into groups 2. Each group starts with the statements: “We make X products or deliver Y services.” Then ask : “Why is this important?” Write the answer down. Then ask why [is the answer to the first question] important? Write this second answer down. ..and repeat this three more times for a total of “5 Why’s” questions and answers 3. Use the answers to all of these questions to begin to develop your refined Mission. Also apply your understanding of the Strategic Context to the Mission development process 4. Be Prepared to present new mission to large group and come to consensus on a single statement
Timing	15 minutes for breakouts; 20 minutes presentation



Exercise



IMA's Mission

Provide equitable, efficient, and effective management of Army installations worldwide to:

- Support mission readiness and execution***
- Enable the well-being of Soldiers, civilians, and family members***
- Improve the infrastructure***
- Preserve the environment***



C3: Articulate Values and Guiding Principles



“What are values and guiding principles?”

- Values and guiding principles represent the fundamental “**philosophy**” of the organization and guide the organization’s culture and behaviors
- Articulate basic management **policies** and might include such topics as respect for individuals (customers and stakeholders), **ethical** and **professional standards**, and quality services
- **Values and guiding principles are common beliefs** that can be embraced by the entire agency; they can be powerful instruments for changing organizational culture and motivating members.



C3: Articulate Values and Guiding Principles (cont.)



Criteria for expressing values and guiding principles

Value statements and guiding principles express the **organization's philosophy and expected behavior about three things:**

- **People** - the way customers should be treated and the conditions under which employees can be highly productive;
- **Process** - the way in which the organization is managed, decisions are made, and products or services are provided; and,
- **Performance** - expectations concerning the organization's responsibilities and the quality of its products and services



C3: Articulate Values and Guiding Principles (cont.)



Army and IMA Values

“IMA values reflect the Army’s enduring commitment to loyalty, duty, respect, selfless service, honor, integrity and personal courage. The following qualities particularly inspire the sense of purpose necessary to sustain, support and defend our soldiers, families, civilian employees and veterans wherever they live, work and play in service of our nation.”

- Loyalty: Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers.***
- Duty: Fulfill your obligations.***
- Respect: Treat people as they should be treated.***
- Selfless-Service: Put the welfare of the nation, the Army, and your subordinates before your own.***
- Honor: Live up to all the Army values.***
- Integrity: Do what’s right, legally and morally.***
- Personal Courage: Face fear, danger, or adversity (Physical or Moral).***



C3: Articulate Values and Guiding Principles (cont.)



IMA Guiding Principles

- ***S•tewardship: We are good stewards of the resources entrusted to us by the American people.***
- ***E•fficiency: We deliver best value to our customers.***
- ***R•espect: We treat people with respect, a caring attitude, and a can-do approach. We practice the golden rule and treat others as we would want to be treated.***
- ***V•ision: We are innovative and forward thinking, open to new ideas, and dedicated to continuous process improvement - agents for change.***
- ***I•ntegrity: We do what's right, legally, morally and ethically...always.***
- ***C•onsistency: We provide consistent and equitable standards of service for all Army personnel and their families living and serving on our installations.***
- ***E•mpowerment: We work as one. We empower people. We share responsibility, and communicate freely and honestly.***



C4: Strategic Goals



What are strategic goals?

Strategic goals are statements describing critical outcomes essential to achieving your organization's vision—what the organization must achieve to be successful in the future

- Introduces the notion of influencing a future that you believe will be different from the present
- Covers areas in the strategic plan that must be continually addressed in accomplishing your mission in such way that you will achieve your vision
- Identify how the vision will be realized, e.g., take the Vision to the next level of detail and express what will be needed to make it happen
- Strategic goals are essentially mini-Visions, describing desired outcomes in select focus areas



C4: Strategic Goals (cont.)



Characteristics of Strategic Goals

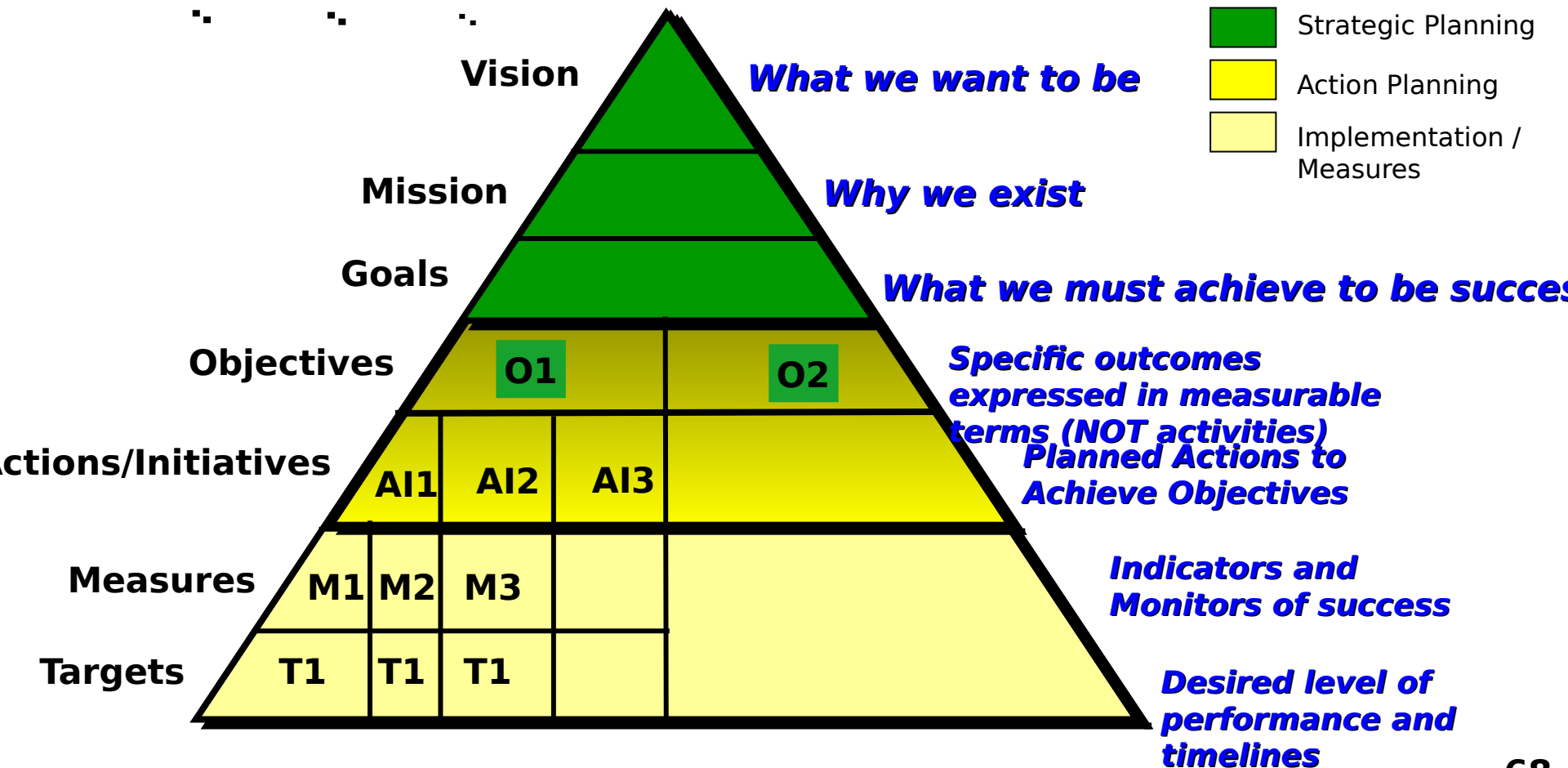
- Broadly focused and address ultimate, long-term **results** or results, not internal activities
- Describe **outcomes** valued by customers and stakeholders
- Limited in number
- Describe a **desired future condition and desired results** (but not ways to achieve them)
- Owned (i.e., each Goal is assigned an “owner” to ensure its achievement)
- Able to generate objectives, measures, and action plans
- Realistic but challenging: attainable with reasonable risk and demonstrable within a meaningful time horizon
- Strategic goals reflect sustainable concepts, and secure the organization’s future



C4: Strategic Goals (cont.)



Goals serve as the starting point for cascading Objectives, Initiatives, and Measures down through the organization





C4: Strategic Goals (cont.)



How do you develop strategic goals?

- Review baseline documents (mandates, Mission, Vision, and SWOT (including levels of performance other organizations are likely to achieve)) and then propose potential goals for the organization
- Review past decisions and actions to uncover the organization's implicit goals
- **"Make or Break Issues Approach"**
 - Identify several "Make or Break" Issues that would prevent your organizations from effectively conducting activities, optimizing capabilities, and/or ultimately executing and achieving results
 - Your "responses" to the Make or Break issues (i.e. how you would overcome those issues) become your organization's goals
- **"Back-casting Approach"**
 - Imagine your organization at the end of the timeframe of the strategic plan, having fully achieved its vision of the ideal end-state (headlining the future)
 - What were the key things you focused on to reach your vision in the year 20XX? These critical focus areas are your strategic goals.
 - These key areas may reflect excellence and achievements in existing functional areas and programs, or they may state new requirements.



C4: Strategic Goals (cont.)



What's Right/Wrong with these goal statements?

- Improve power projection capabilities
- Transform, modernize and sustain the installation infrastructure
- **Sustain** well-being programs for Soldiers, civilians, retirees, veterans and their families
- Improve force protection to deter, prevent, and mitigate threats
- **Look for** new resource opportunities
- Strengthen our community relationships to expand and improve mutually beneficial partnerships



C4: Strategic Goals (cont.)



Guidelines for Developing Strategic Goals

- Limit the number of strategic goals to **four** to **seven** critical **outcomes** that are the most important to you and have the greatest impact on customers and stakeholders
- Avoid creating limited scope goals that emanate from the present and are aimed at fixing today's problems (tactical fire fighting).
 - Statements aimed at fixing today's problems (e.g. those describing programs to be implemented, policies to be written etc.) often just constitute an operational to-do-list and are neither sustainable nor future oriented, nor strategic in nature.
- Focus on broad **achievements** designed to leverage tomorrow's opportunities
- Commit to sustainability and well-being **achievements** (**mission, community, and environment**)



Goal Development Exercise



Objective	Create one Installation-level goal through “back casting”
Participants	All
Materials	IMA or your own mission and vision
Instructions	1. In your group, create a newspaper headline from the year 2030 that describes the success of your organization projected into the future 2. Specify the scenario by identifying the characteristics of a path (outcome milestones) that would lead towards the specified future scenario (there can be more than one path!) 3. Evaluate the scenario in terms of physical, technological, economic feasibility, and policy implications 4. Prepare one measurable, outcome-oriented goal and present to group
Timing	15 minutes for breakouts; 20 minutes for group presentations
Outputs	1 Installation Strategic Goal



D: Down to Action

BSC

D1 - Create Objectives to Support Strategic Goals

D2 - Organize Objectives into Strategy Map

D3 - Create Measures for Objectives

D4 - Set Targets for Your Measurements

D5 - Identify Initiatives to Execute Strategy

D6 - Create Action Plans to Support Initiatives

D7 - Implement Action Plans

D8 - Link Resources to Initiatives and Action Plans



IMA STRATEGIC PLANNING MODEL



Step D

Down to Action	Approach to Down to Action...
Down To Action...Step One Create Objectives To Support Strategic Goals	Inputs: Goal Champions, Action Officers, Resource Managers, Customers/Stake Holders As Appropriate
Down To Action... Step Two Build and Align the Strategy Map	Process: Develop Objectives, Initiatives, Action Plans, And Measures; Tie All To Resources/POM Cycle/Annual Budget Cycle; Assign Ownership/Accountability; Life-cycle Approach
Down To Action...Step Three Create Measures For Objectives per the Strategy Map	Deliverables: Strategy Map With Objectives And Measures; Initiatives And Targets; Action Plan Year-to-year With Resources And Responsibilities And Action Officers
Down To Action...Step Four Set Targets For Measures	Players: Goal Champions, Objective Owners, Action Officers, Resource Managers, Subject Matter Experts, Customers/Stake Holders As Appropriate
Down To Action....Step Five Identify Initiatives To Execute Strategy	Lead For Objectives: Goal Champion Lead For Initiatives: Objective Owner Lead For Action Plans: Program Manager
Down To Action...Step Six Create Action Plans To Support Initiatives	Project Lead Team - Develop action steps, assign tasks, agree on timelines
Down To Action...Step Seven Implement the Action Plan	Launch the initiative once resources are in place
Down To Action...Step Eight	Roll out initiative, develop feedback mechanism, initiate the



D1: Create Objectives



STRATEGIC GOALS VS. OBJECTIVES

GOALS	OBJECTIVES
Very short statement, few words	More descriptive statement
Broad in scope	Narrower in scope
Directly relates to the Mission Statement	Indirectly relates to the Mission Statement
Covers longer time period (such as 25 years)	Covers shorter time period (such as 6 year budget cycle)
Defines desired end state, but may not define the outcome in measurable terms	Defines in measurable terms, the desired performance outcome and timeframe. May have multiple objectives for each goal



D1: Create Objectives



Characteristics of Strategic Objectives

Relevant - directly supports the goal

- Compels the organization into action
- Specific enough so we can **quantify and measure** the results
- Simple and **easy to understand**
- Realistic and attainable
- Allows for clear lines of **accountability**
- May need several objectives to meet a goal



D1: Create Objectives



Examples of Strategic Objectives

- **Expand installation buying power by 5% by year end FY2005.**
- **Increase the quality of all supply facilities from a minimum rating of C4 to C3 by FY07 (without reducing the levels of performance required to achieve a C3 rating)**
- **Reduce utility consumption per square foot of facilities by 10% per year through FY 2010**



D1: Create Objectives



Sample Goal-Objective-Measure-Target-Activity

Goal	FY06 Objective	Measurement	Target	Activity/ Initiative
Achieve IMA-leading levels of operational efficiencies and effectiveness, competitive with the best in the private sector	Reduce by 5x Operational Service Costs	Cost per person served, cost of program delivery	Reduce service costs 50%	Use Activity Based Costing
	Reduce defect/rework by 2x	Defect rate	Reduce waste/cycle time by 75%	Use Lean/ 6 Sigma



Objective Development Exercise



Objective	Create one objective for one of your goals
Participants	All
Materials	IMA or your own goal
Instructions	1. In your group, prepare one measurable, outcome-oriented objective and present to group
Timing	15 minutes for breakouts; 20 minutes for group presentations
Outputs	1 Strategic Objective



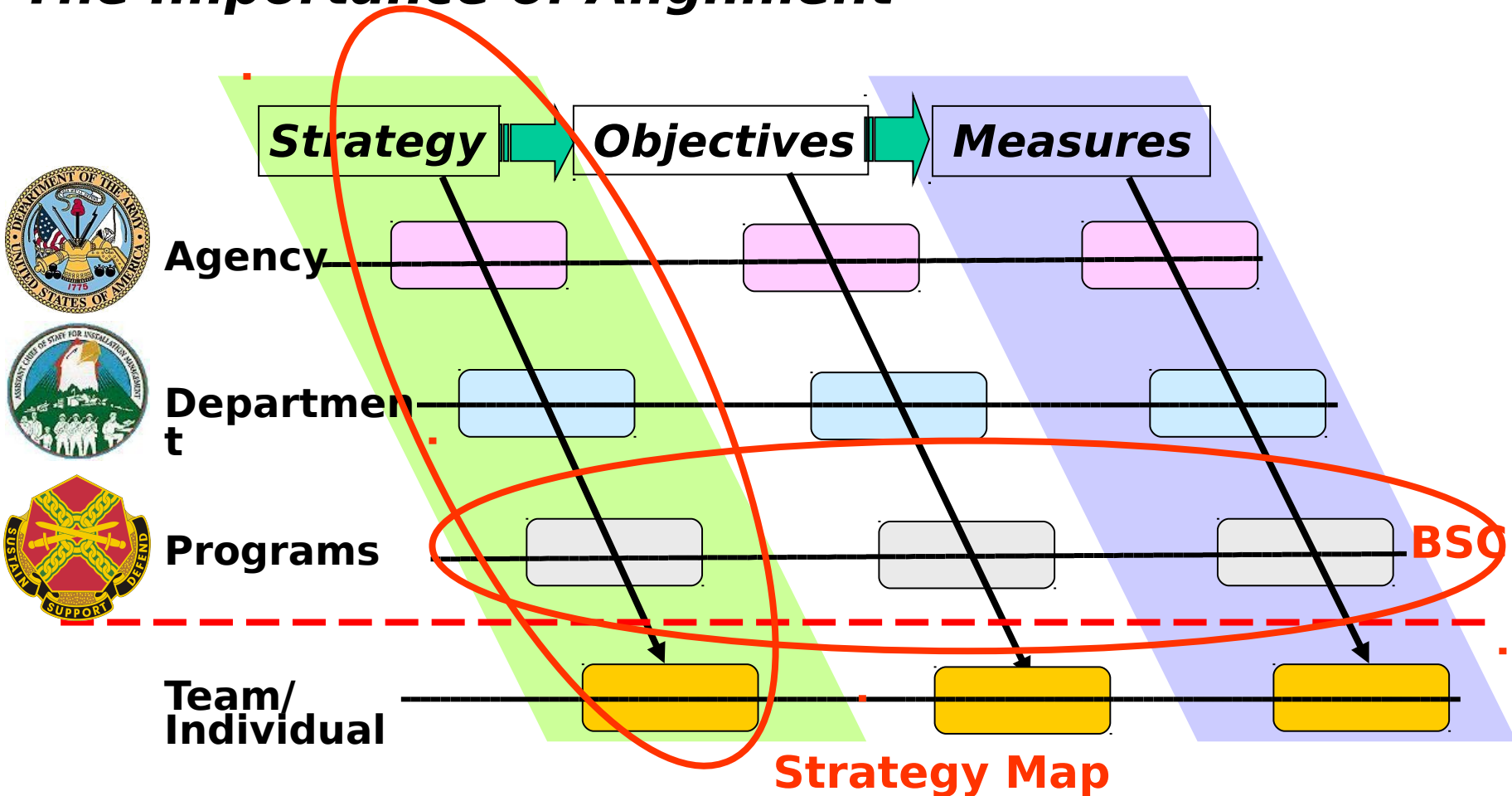
D2-D5: Build the Balanced Scorecard

- **IMA is moving towards a more “strategically focused organization.”**
- **People at all levels of IMA need to both lead (pro-active) and manage (reactive).**
- **More “balanced” approach to looking at performance expectations**
- **Research indicates that:**
 - **Only 5% of workers understand their company’s strategy.**
 - **86% of executive teams spend less than one hour per month discussing strategy.**



D2-D5: Build the Balanced Scorecard

The Importance of Alignment





D2-D5: Build the Balanced Scorecard

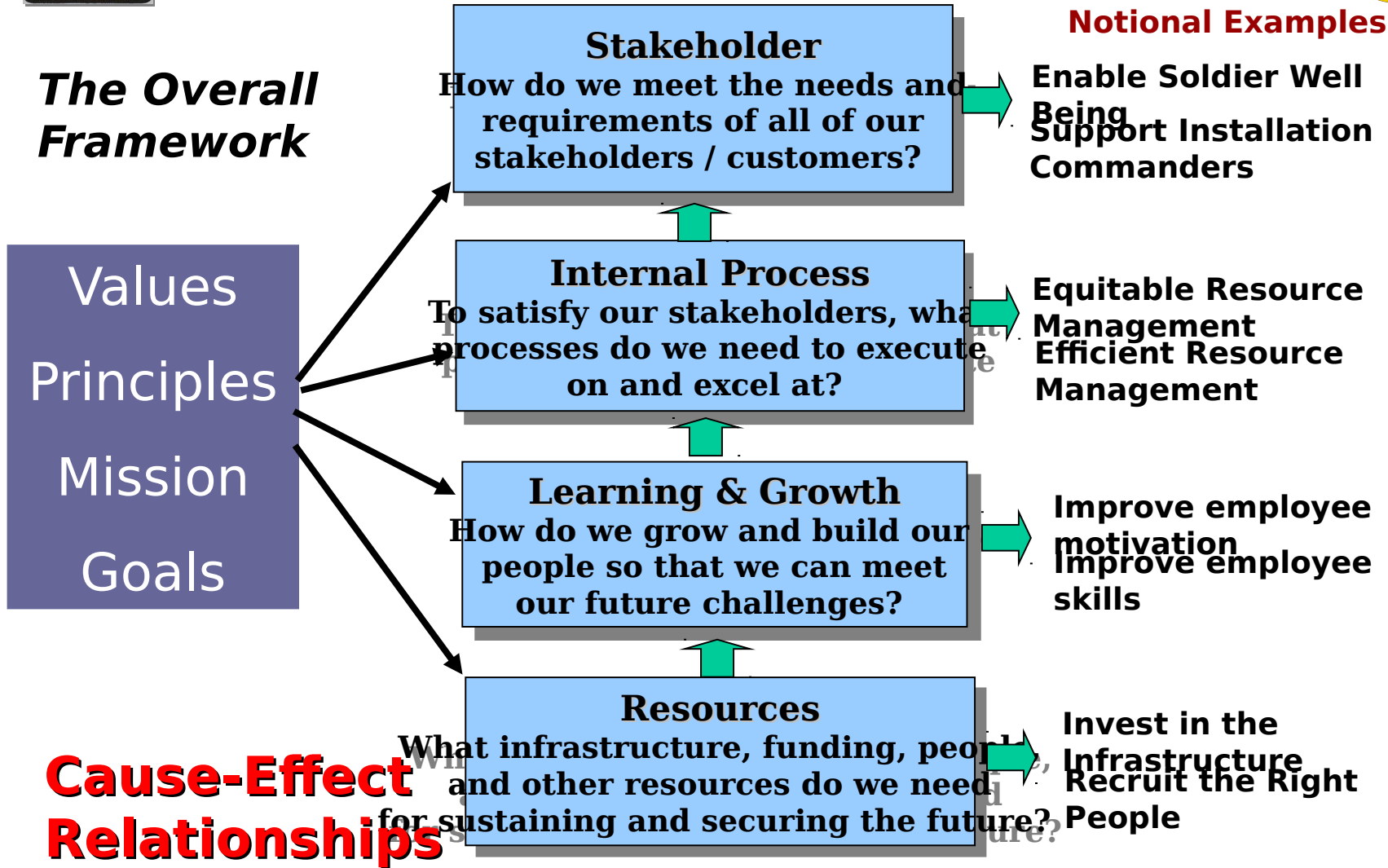
Balanced Scorecard Principles

- Top down reflection of the organization's mission and strategies
 - Measures are **linked** to **organizational strategies**
- Forward-looking
 - Measures address both **current** (i.e. past and today's performance) and **future** (i.e. how to improve performance) **success**
- **Integration** of external and internal measures
 - Stakeholder
 - Resources
 - Internal Processes
 - Learning & Growth



D2-D5: Build the Balanced Scorecard

The Overall Framework





D2-D5: Build the Balanced Scorecard

Key Components of the Balanced Scorecard

- Building the Balanced Scorecard starts with developing the Strategy Map.
- Before you can build the Strategy Map, you must **first** have strategic goals. Goals are derived from the Mission, Guiding Principles, and Value Statements.
- Goals lead to the development of measurable, outcome-oriented objectives



D2-D5: Build the Balanced Scorecard

Developing A Strategy Map

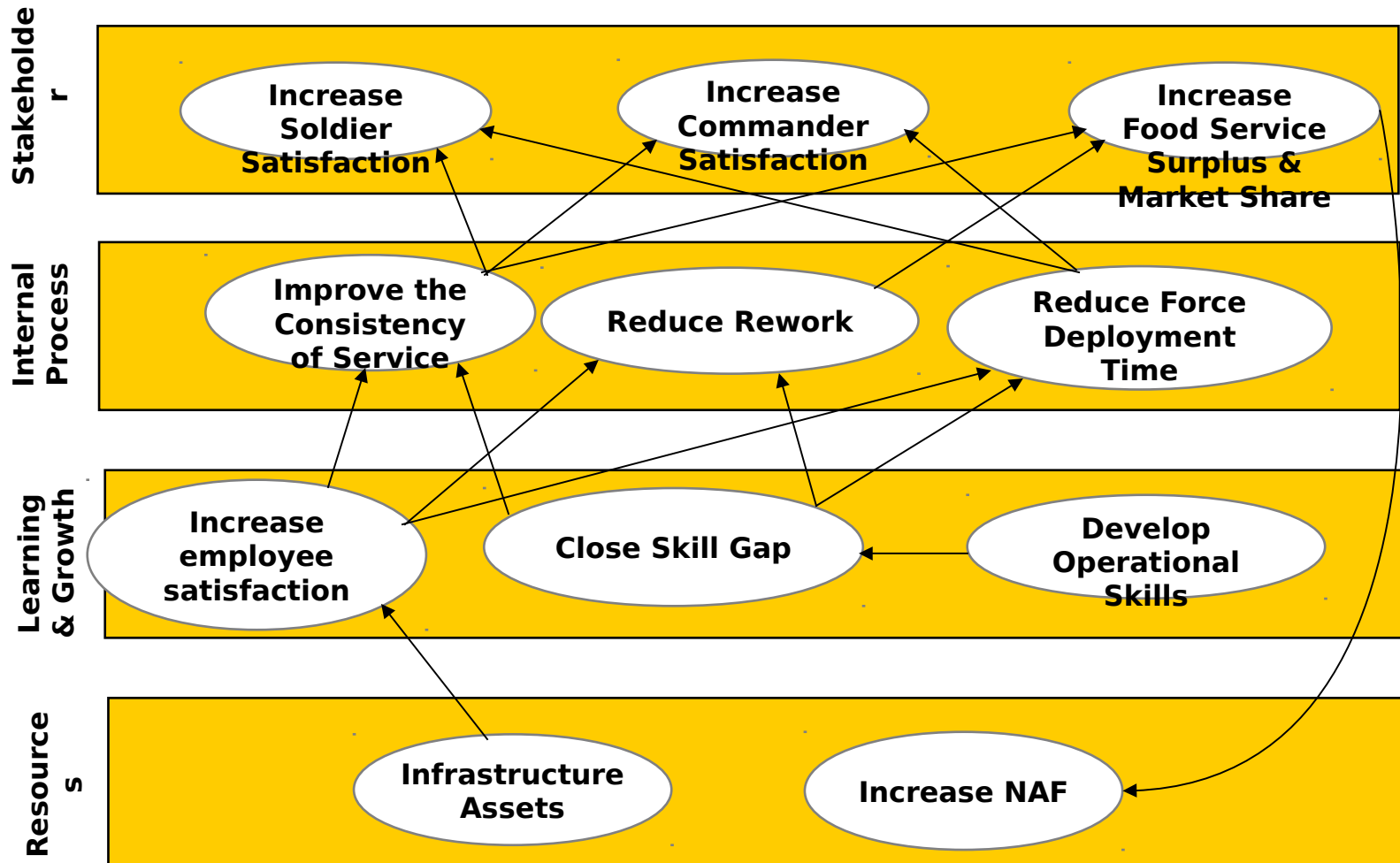
- Two key steps in developing a strategy map are:
 - **Mapping** each of the objectives across a **Scorecard perspective** (Stakeholder, Internal Process, Learning & Growth, and Resources) showing the cause-effect relationship
 - **Aligning** the IMA Strategy Map to the ACSIM and Army Strategy Maps

The result is a holistic view of what IMA must do to support the mission



D2-D5: Build the Balanced Scorecard

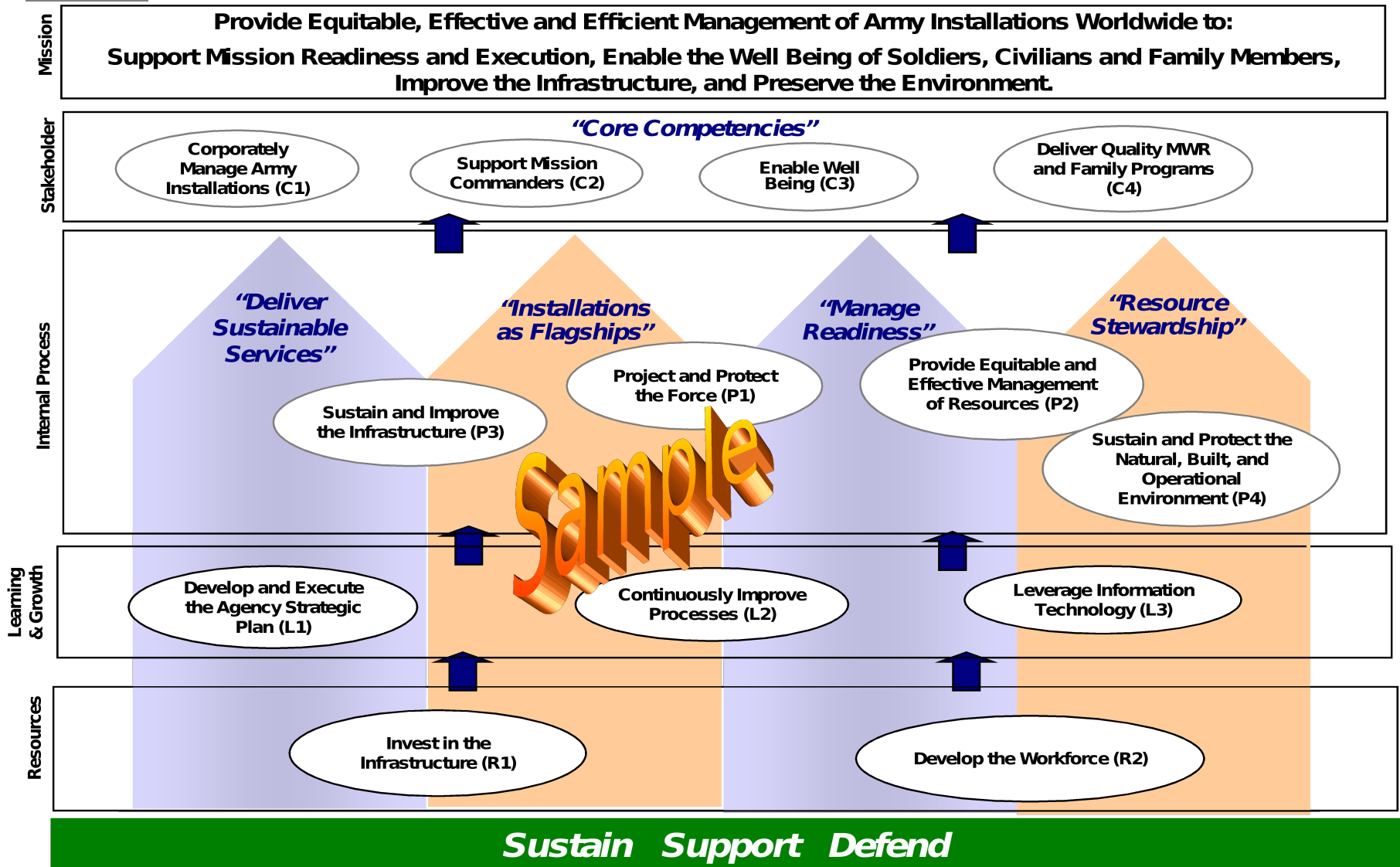
Need to capture a cause effect relationships



Strategy Driver or Goal



D2-D5: Build the Balanced Scorecard





D2-D5: Build the Balanced Scorecard

Key Benefits Of Strategy Maps

- Articulates how the organization creates value for its constituents and legitimizing authority
- **Displays key priorities and relationships between outcomes** (the "what") and performance drivers (the "how")
- Provides a clear view of **"how I fit in"** for sub-organizations, teams, and individuals
- **Cascading the scorecard throughout the organization, and clearly mapping the various units and functions back to the organization or agency-wide map is critical to leveraging and ensuring alignment**



Multiple Choice Question - Cause Effect on Strategy Map



The very bottom perspective of the Balanced Scorecard is an "enabler" for other processes. This perspective is called:

- a. Internal Processes**
- b. Stakeholder / Customer**
- c. Learning & Growth**
- d. Resources**



Multiple Choice Question - *and the answer is . . .*

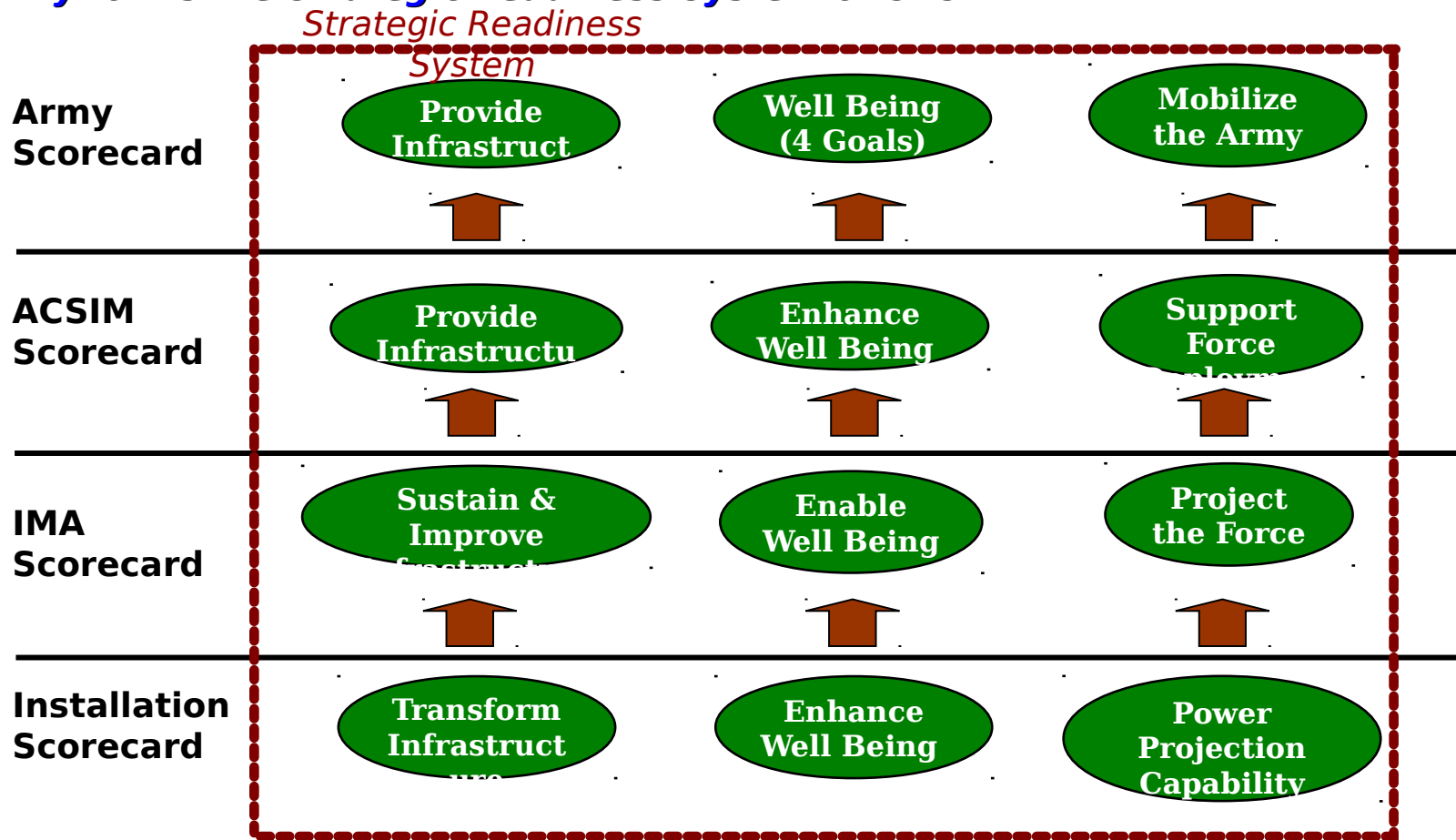




D2-D5: Build the Balanced Scorecard

Aligning The Scorecards

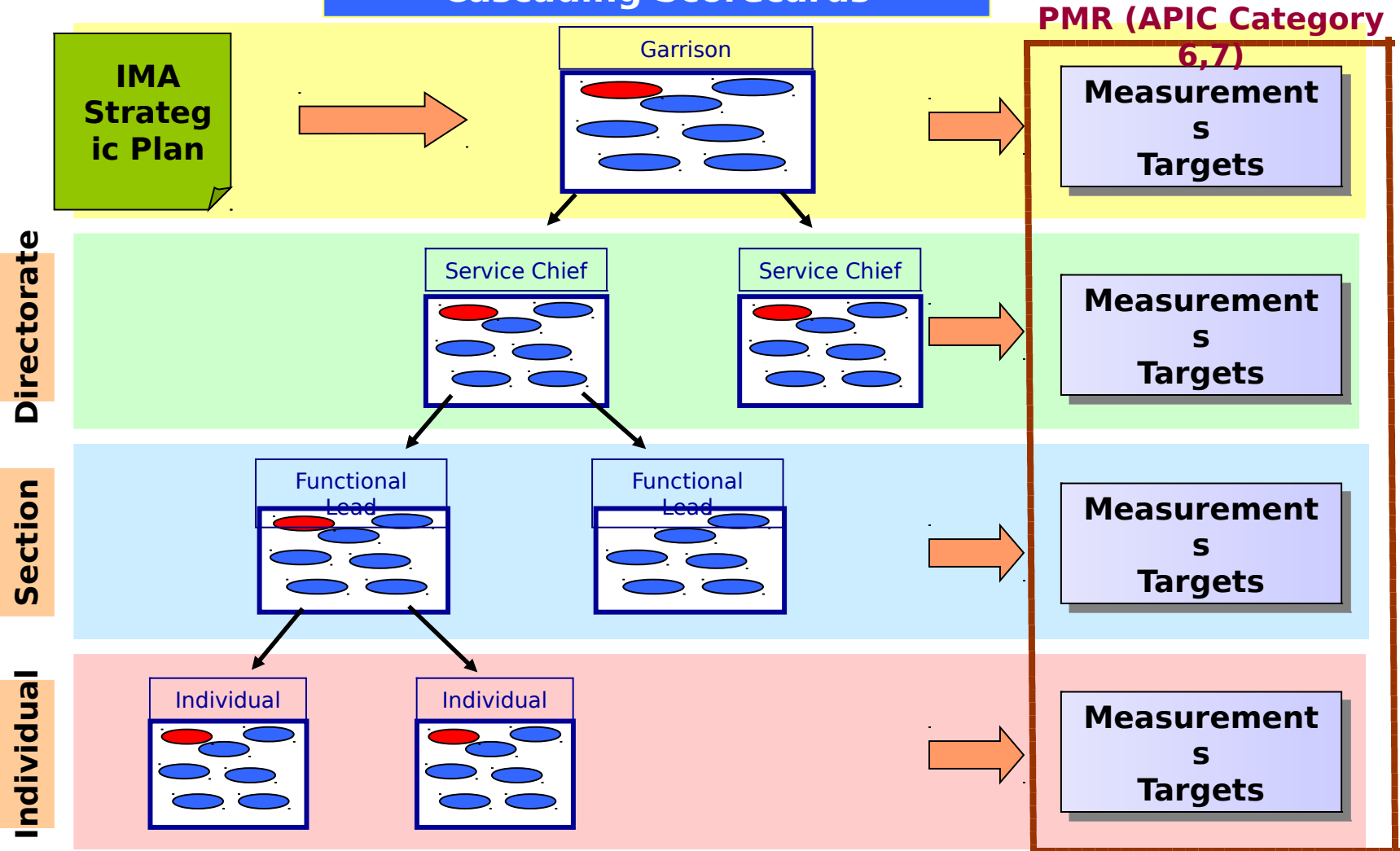
Once you have completed your strategy map, make sure it aligns with agencies or divisions you report up to. **This overall alignment of scorecards throughout the entire U.S. Army forms the Strategic Readiness System or SRS.**





D2-D5: Build the Balanced Scorecard

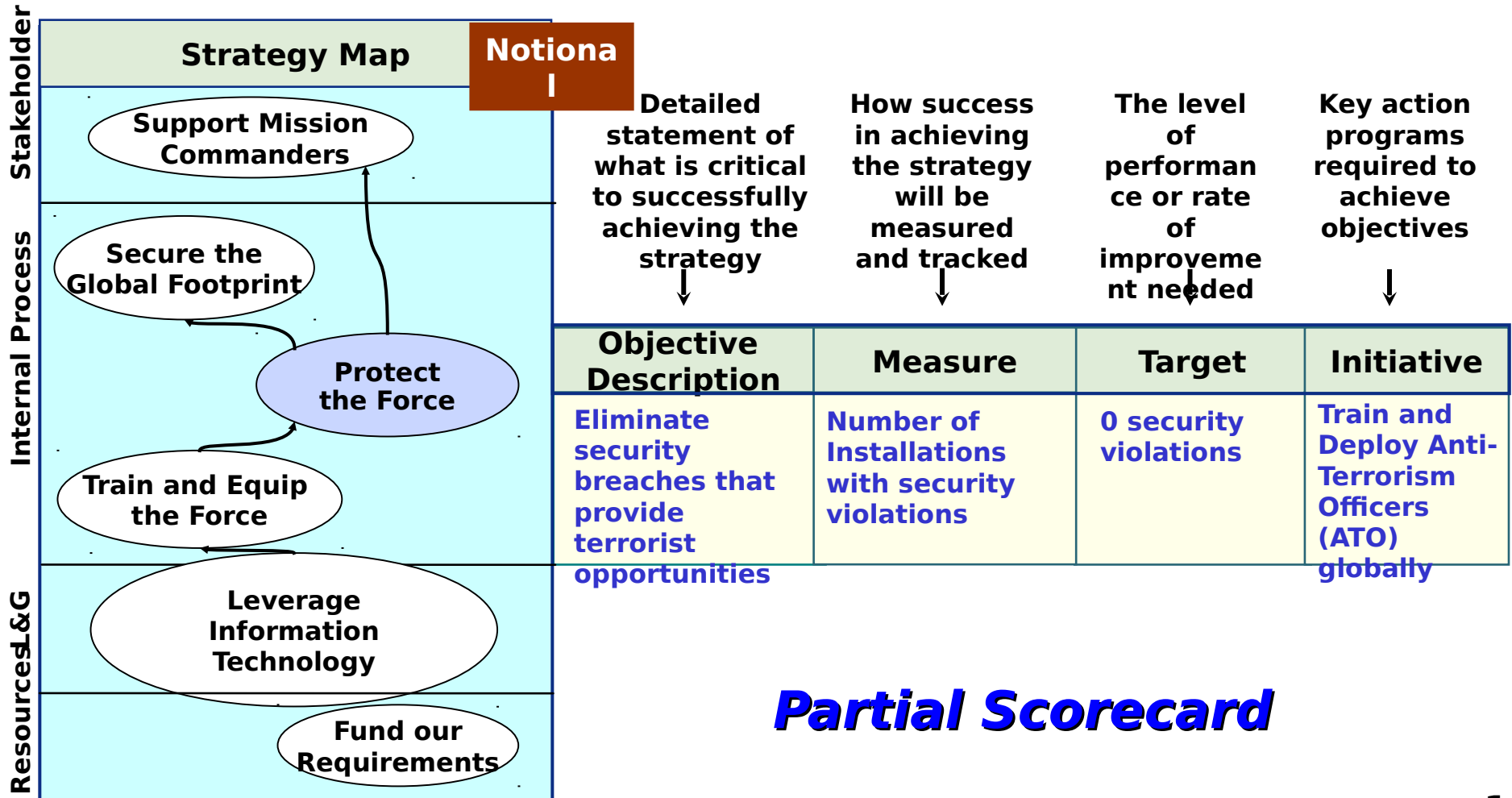
Cascading Scorecards





D2-D5: Build the Balanced Scorecard

Extend your map into measurements, targets, and initiatives. This completes the scorecard model





D2-D5: Build the Balanced Scorecard

Alignment Of Scorecard Components

Make sure the components of your scorecard fit together. We want to create a tight model for driving execution of your strategy

Notional

Goal	FY06 Objective	Measurement	Target	Activity/ Initiative
Achieve IMA-leading levels of operational efficiencies and effectiveness, competitive with the best in the private sector	Reduce by 5x Operational Service Costs	Cost per person served, cost of program delivery	Reduce service costs 50%	Use Activity Based Costing
	Reduce defect/rework by 2x	Defect rate	Reduce waste/cycle time by 75%	Use Lean/Sigma



Multiple Choice Question - Create a Tight Model



The Balanced Scorecard process captures a cause and effect relationship based on having all parts linked together. Strategic goals link down to objectives, objectives link down to measurements, and measurements link to:

- a. Mission**
- b. Goals**
- c. Budgets**
- d. Targets**



Multiple Choice Question - *and the answer is . . .*



:S



D2-D5: Build the Balanced Scorecard

Performance Measurement - What Is It?

Performance measurement is a process by which a program / agency / division / installation objectively assesses and evaluates the extent to which it is **accomplishing a specific objective, goal, or mission**



D2-D5: Build the Balanced Scorecard

Types Of Measurements

Measure Type	Definition	Example
Leading	Intermediate outcomes that predicts or drive bottom-line performance results	Employee turnover rate
Lagging	Bottom-line performance results resulting from actions taken	Employee satisfaction rating
Input	Amount of resources, assets, equipment, labor hours, or budget dollars used	Number of cashiers
Output	Units of a product or service rendered - a measure of yield	Number of Value Meal orders fulfilled
Outcome	Resulting effect (benefit) of the use or application of an output	Customer satisfaction rating
Objective / Quantitative	Empirical indicators of performance	Wait time
Subjective / Qualitative	Perceptions and evaluations of major customers and stakeholders	Customer complaints received as a % of total customers served



D2-D5: Build the Balanced Scorecard



Measurement Examples By Scorecard Perspective

Customer

- Customer satisfaction level
- Improvement in customer satisfaction
- Customer retention rate
- Frequency of customer contact by customer service
- Average time to resolve a customer inquiry

Learning and Growth

- Number of customer complaints
- Percentage employee absenteeism
- Hours of absenteeism
- Job posting response rate
- Personnel turnover rate
- Ratio of acceptances to offers
- Time to fill vacancy

Internal Processes

- Number of unscheduled maintenance calls
- Production time lost because of maintenance problems
- Percentage of equipment maintained on schedule
- Average number of monthly unscheduled outages
- Mean time between failures

Resources

- % of requirements funded for services
- % of requirements funded for infrastructure
- # of positions authorized for new security program
- % of required contracts awarded and in place



Multiple Choice Question - Appropriate Measurement



The measurement, % of employees who have completed Individual Development Plans, would most likely be placed in which perspective of the Balanced Scorecard?

- a. Stakeholder / Customer**
- b. Learning and Growth**
- c. Resources**
- d. Internal Processes**



Multiple Choice Question - *and the answer is . . .*





D2-D5: Build the Balanced Scorecard

Some Basic Guidelines Performance

Measurements

- You should **have at least one measurement for each objective.**
- Measurements help define or explain objectives in quantifiable terms:
 - Vague => We will improve customer service
 - Precise => We will improve customer service by reducing response times by 30% by year end.
- Measurements should drive change and encourage the right behavior
- Should be able to influence the outcome



D2-D5: Build the Balanced Scorecard

APIC Criteria For Good Measures

Integrity - Complete; useful; inclusive of several types of measure; designed to measure the most important activities of the organization

Reliable: Consistent

Accurate - Correct

Timely - Available when needed: designed to use and report data in a usable timeframe

Confidential and Secure: Free from inappropriate release or attack



D2-D5: Build the Balanced Scorecard

IMA Scorecard Measures

1. Relevant

- Addresses an operational or strategic performance issue
- Is results- or outcome-focused
- Provides useful information to support decision making

2. Measurable

- Quantifiable and Objective
- Facilitates Analysis
- Can be done in a timely manner with high accuracy
- Data are available and collectable

3. Actionable

- Can be tracked to an appropriate person or team responsible for the activity measured
- Measure relates to process inputs that can be controlled/adjusted to address concerns



D2-D5: Build the Balanced Scorecard

Examples Of Relevant Measurements (Enablers and Outcomes)

Vehicle Maintenance	Number of Active Vehicles that have completed Preventative Maintenance (on time); Number of vehicles out of service that should be in service
Environmental	Number of inspections completed (on time); Number of violations or warnings per inspection
Recreation Programs	Participation rates in recreation programs; Customer satisfaction ratings and participation levels in programs
Human Resource	Number of well-being activities conducted; % of workforce turnover during the year
Information Technology	Percent of time scheduled maintenance upgrades completed on time; Average downtime of network
Supply	# contracts let: % of ammunition orders



Multiple Choice Question - Extend The Objective Into A Metric



Assume Power Projection is an objective on the IMA scorecard. Which of the following measurements would be most appropriate for this objective?

- a. % of installations actively using ABC Models to reduce non-value added activities from a process**
- b. Number of days late beyond the Latest Arrival Date at the Mobilization Station**
- c. Number of family housing units occupied**
- d. % of installations that have completed and submitted an SGO Organizational Chart**



Multiple Choice Question - *and the answer is . . .*



Power Projection



D2-D5: Build the Balanced Scorecard

Top Ten Type Metrics Used In The Public Sector: Good or Not?

- 1. Outputs/Product**
- 2. Program Inputs**
- 3. Financial Indicators**
- 4. Work/Activities**
- 5. Timeliness of Services**
- 6. Internal Measures of Quality**
- 7. Operating Ratios**
- 8. Outcomes of Products or Services**
- 9. External Customer Service**
- 10. Equity of Services to Users**



D2-D5: Build the Balanced Scorecard

Approaches To Setting Targets

[APIC 2.1b(1); 2.2b]

Targets are just as important as your measurements. Targets are quantifiable objectives that you must attain at some future date. Targets answer the question: What are we aiming for?

Sample Factors to Consider When Setting Targets

- **Past performance trends per historical data**
- **Performance levels of similar operations or functions within IMA, Army, and Department of Defense.**
- **Best practices within IMA, Army, and Department of Defense, and the private sector.**



D2-D5: Build the Balanced Scorecard

Checklist for Good Targets

- **Targets match up with measurements, one to one.**
- Targets **require improving current levels of performance.**
- Targets are a stretch, but **achievable: they may require improvements to existing processes.**
- Targets are quantifiable so that the target communicates if the expected performance was met.
- Long-term targets are established before short-term targets.
- Financial/Budget related targets are established before non-financial targets.



D2-D5: Build the Balanced Scorecard



Notional
I

Examples Of Targets

Average Time to Process New Recruits	65 days FY05	60 days FY06	55 days FY07
Utilization Rate for Housing Facilities	90% FY05	92% FY06	95% FY07
Rebalance Reserve Components	7,500 positions FY05	10,000 positions FY06	10,000 positions FY07
Base Ops Support Funding of Requirements	90% FY05	95% FY06	99% FY07



D2-D5: Build the Balanced Scorecard

Initiatives

Strategic Execution often takes place in the form of Initiatives. Here are some common characteristics associated with Initiatives

- **Leader Sponsored**
- **Requires resources - people, funding, technology, etc.**
- **Has designated owners**
- **Includes deliverables or milestones**
- **Usually has time deadlines**
- **May be difficult to launch - not resourced**
- **Could encounter obstacles - people are confused, conflicts with other functions**



D2-D5: Build the Balanced Scorecard

Initiatives should enable execution of one or more strategic goals or objectives.

Notional

I

Major Initiative	→ Strategic Goal
Activity Based Costing	Reduce IMA Resource Requirements
Individual Development Plans	Increase IMA Worker Productivity
Business Process Redesign	Improve and streamline all IMA processes to reduce rework and delay
Army Communities of Excellence	Establish high standards to improve performance at the Installation/Garrison level
Productivity Improvement Review	Maximize the impact of improved processes
Energy Privatization Program	Reduce total utility costs for IMA

Examples Of Initiatives



D2-D5: Build the Balanced Scorecard

Notional

When you launch your Initiative, you probably want to use an Output Measurement. Once the Initiative is up and running, change your measurement to an Outcome to see if the Initiative is really

Initiative	Output Measurement	Outcome Measurement
Common Levels of Support (CLS)	Number of Services using CLS Approach	Eliminate unacceptable variation in services between all installations
Activity Based Costing (ABC)	Number of Garrisons that have ABC Models in place	Reductions in non-value added activities
Individual Development Plans (IDP)	% of Employees who have completed an IDP	Higher levels of employee productivity and performance (measurable)
Strategic Planning Model	Number of Installations that are using the Strategic Planning Model	Increase alignment, productivity, performance; reduce inefficiencies

Going From Output To Outcome



D2-D5: Build the Balanced Scorecard

Strategic Themes

Although not required, **themes** sometimes help improve how the Balanced Scorecard communicates strategy

- **Describes an overall strategic direction**
- **Can help add clarity to the Strategy Map**
- **Examples of themes:**
 - **Innovative Services**
 - **Resource Stewardship**
 - **Lean Processes**
 - **Adaptive Organization**
 - **Core Competencies**
 - **Secure the Future**
- **Group common set of objectives around a theme**



Multiple Choice Question - Sequence Of Steps



The basic steps for creating a Balanced Scorecard include:

A = Align your strategy map to other organizational units

B = Create your strategic plan - including goals and objectives

C = Extend your strategy map into measurements and targets

D = Map your strategy over four perspectives

The sequence or order of these steps is (left to right):

	<u>Step 1</u>		<u>Step 2</u>		<u>Step 3</u>		<u>Step 4</u>
a.	A	C	B		D		
b.	C	A	D		B		
c.	B	D	A		C		
d.	C	B	A		D		



Multiple Choice Question - *and the answer is . . .*





Exercise

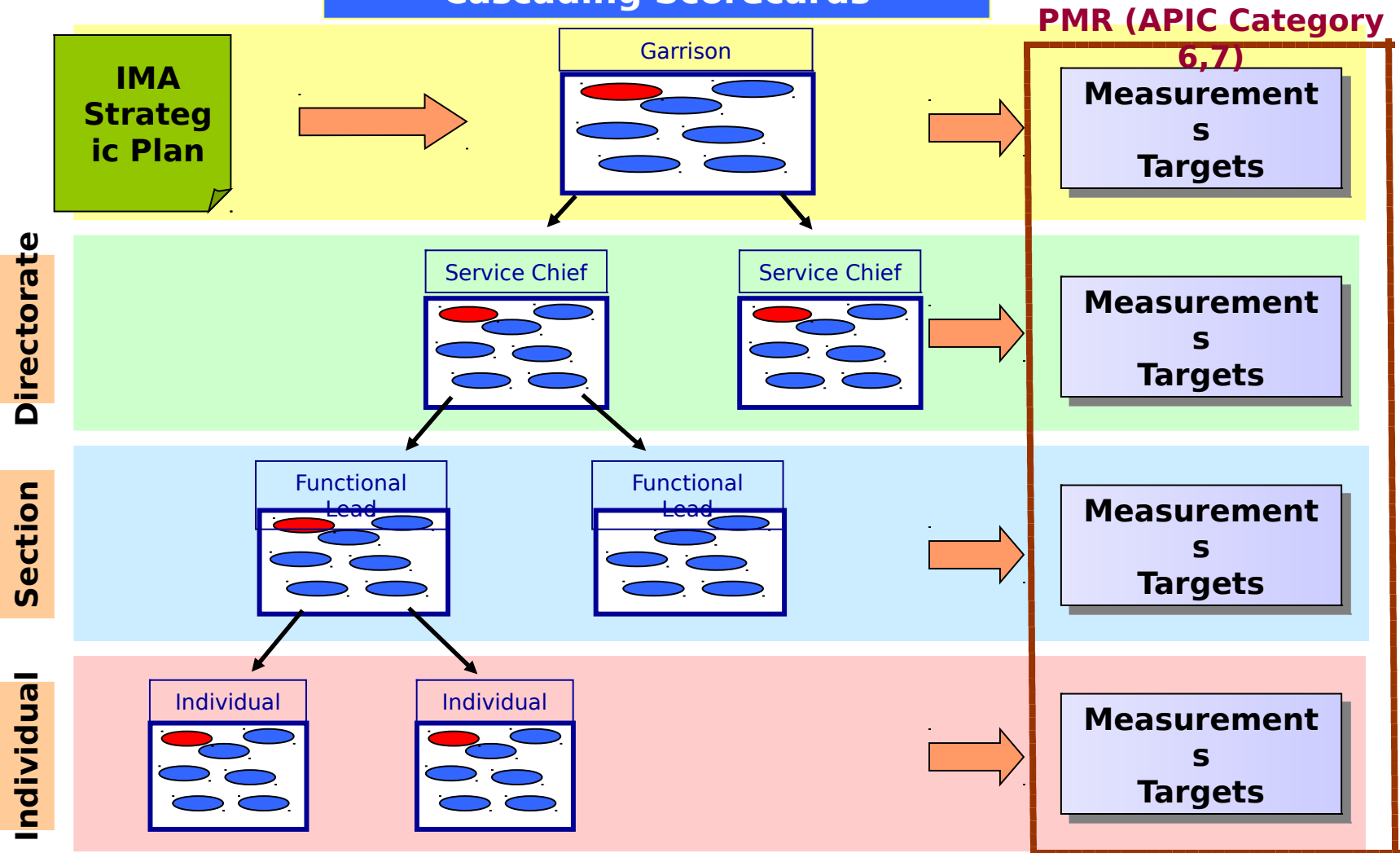


Create a Strategy Map



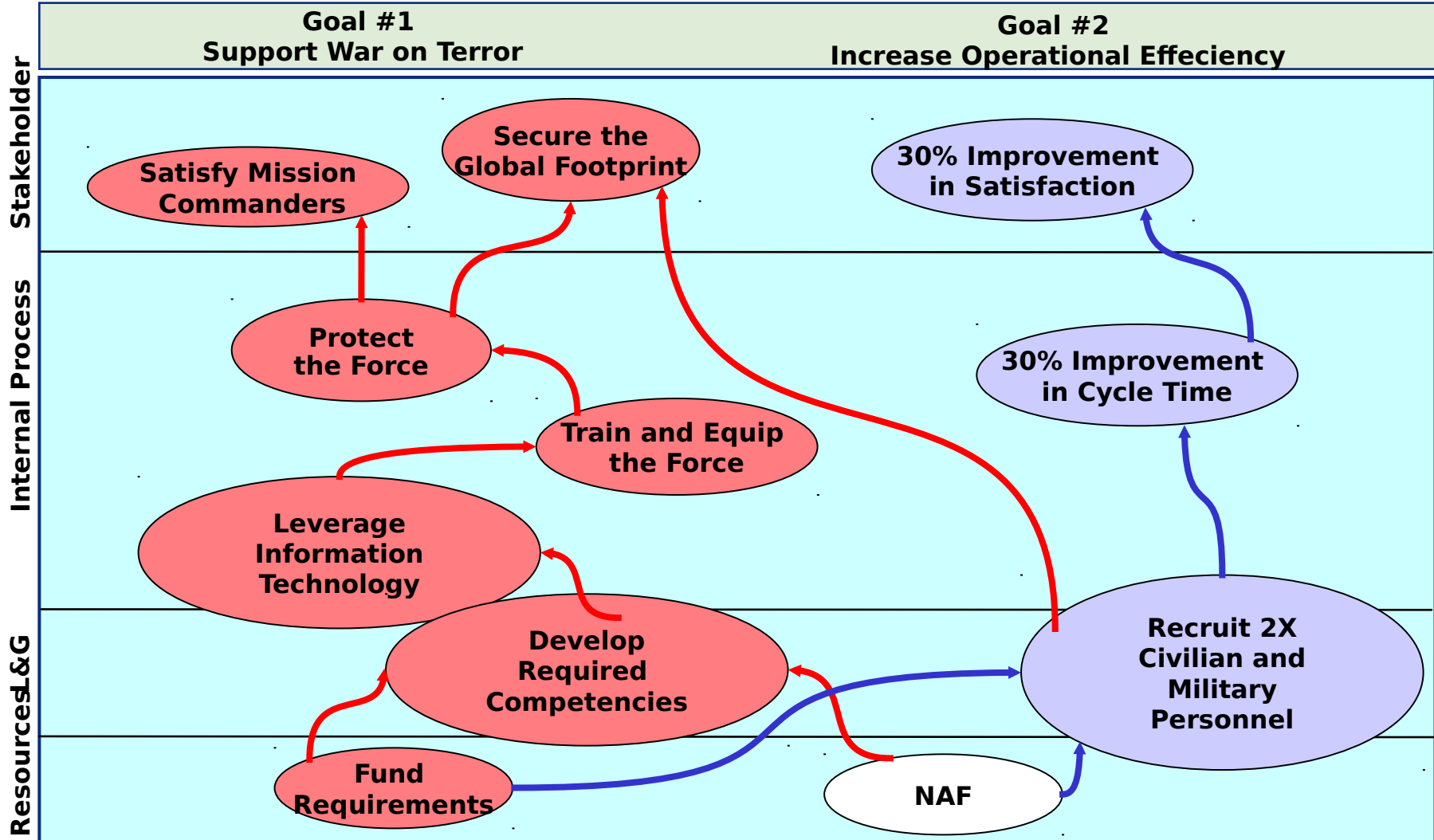
D2-D5: Build the Balanced Scorecard

Cascading Scorecards





Sample Strategy Map Build-Up





Exercise Instructions



- The following slides provide a notional example of four goals and related strategic objectives
- Your team has been assigned the responsibility of mapping four goals
- You will need to pull out and express specific objectives, showing them as bubbles on a strategy map **(USE POST IT NOTES)**
- Don't forget, you want to arrange these objectives into the proper perspective so we can demonstrate and show a "casual" cause effect relationship over the entire map. You may find "gaps" across the cause-effect relationship; i.e. certain objectives may be missing from the strategic plan.
- If you have time, you might want to consider arranging or grouping certain objectives together around themes.



Strategic Objectives for Goal 1



Notional - This is used for training purposes only

Goal 1: Enhance the Well Being for Soldiers and their Families

Six Year Objectives:

- Time to repair a problem with facilities (lodging, family housing, recreational, etc.) will be cut by 50%.
- Satisfaction with housing quality, lodging, and other facilities is equal to or better than satisfaction in the private sector (local).
- Satisfaction with quality of life will increase from 45% satisfied/highly satisfied to 80% by 2011.
- [Add your own]



Strategic Objectives for Goal 2



Notional - This is used for training purposes only

Goal 2: Meet Mission Commander Support Requirements and the Global War on Terrorism (GWOT)

Six Year Objectives:

- Eliminate security breaches.
- Reduce to zero, audit violations related to security procedures.
- Reduce deployment time for Soldiers by 50%
- Reduce per capita deployment costs for Soldiers by 45%.
- Reduce medical hold status by 30%.
- [Add your own]



Strategic Objectives for Goal 3



Notional - This is used for training purposes only

Goal 3: Develop and build a highly productive work force

Six Year Objectives:

- At least 95% of employees measured as fully competent in their position within 2 years of employment.
- 85% of IDP actions are met on schedule and produce desired (measurable) levels of competency.
- Employee perception of being valued and appropriately supported will increase from 55% to 90%.
- Attrition rate will be below 15% or reduce by 50%.
- 95% of employees rate recognition programs as equitable (fair) and appropriate.
- [Add your own]



Strategic Objectives for Goal 4



Notional - This is used for training purposes only

Goal 4: Improve and optimize work processes

Six Year Objectives:

- Productivity will improve by 100%.
- Rework will decrease by 45%
- Controllable costs will decrease by 30%
- Cycle time (time from beginning to end of a work process) will decrease at least 20% for 90% of processes
- [Add your own]



Possible Solution To Strategy Map Exercise



Notional - This is used for training purposes only



D2-D5: Build the Balanced Scorecard

Review

- Cascade and align strategy down to the installation level **(and beyond)** where execution takes place.
- Capture cause effect linkages as you cascade and align down. This will ensure that all of IMA is moving in the same strategic direction.
- Identify and commit to projects and initiatives that will drive strategic execution.
- Establish performance outcomes in the form of measurements and targets.
- Review results on a regular basis within PMR using the Balanced Scorecard framework.



D2-D5: Build the Balanced Scorecard

Quick Points About SRS (Strategic Readiness System)

- **SRS is the Army's "Strategic Management System" for creating the Strategically Focused Organization (SFO).**
- **SRS is automated through the use of CorVu which you can access through AKO and consists of:**
 - SRS - U: Unclassified**
 - SRS - C: Classified**
 - SRS - T: Training**
 - SRS - P: Predictive**
- **CorVu features include:**
 - Initiative Tracking**
 - Automated Email Data Collection**
 - Linking Capability to IMA Databases (such as EMS, LMS, etc.)**



D2-D5: Build the Balanced Scorecard

SRS - Scorecards Hierarchy View

CorStrategy.Scorecard (SR5) : Scorecards

File Edit View Help

Feb-05

Main

- Scorecards
- Themes
- Initiatives

U.S. Army

- US Army
 - Army
 - G-1
 - G-2
 - G-3
 - G-4
 - G-6
 - G-8
 - AAA
 - ACSIM
 - AMEDD
 - ASA (FM&C)
 - Chief of Chaplains
 - CID
 - DUSA
 - INSCOM
 - MDW
 - Surface Deployment and Distribution Command
 - OAA
 - OCPA
 - Office of Engineers
 - SMDC
 - USACE
 - USASC
 - USMA
 - ASA (ALT)
 - ASA (M&RA)
 - AMC
 - Army Reserve
 - NETCOM
 - NGB
 - TRADOC
 - USAREUR
 - USARPAC

Business Unit: G-4

My Scorecards

My Objectives

My Measures

My Initiatives

My Tasks

All Red Measures

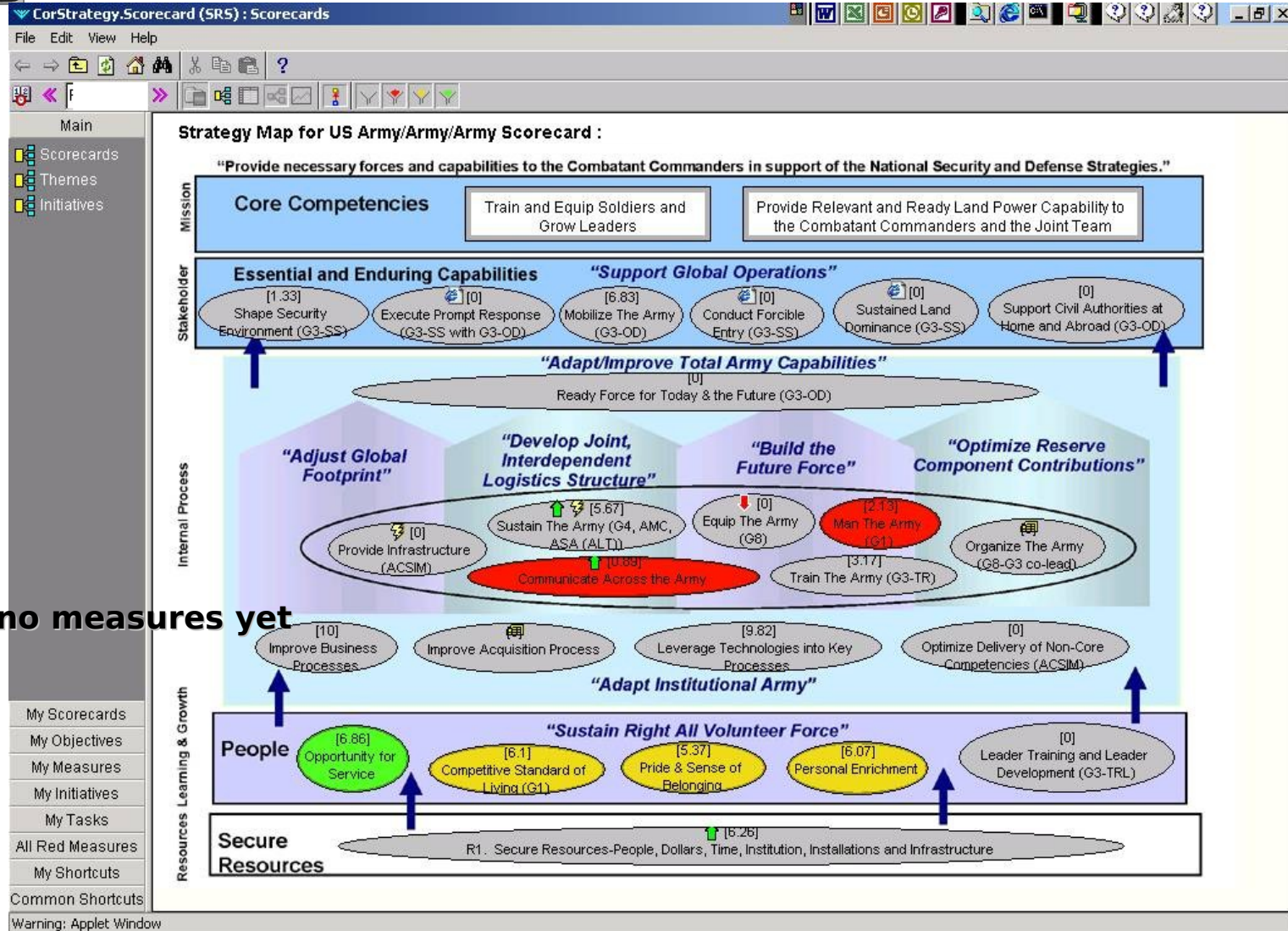
My Shortcuts

Common Shortcuts

Warning: Applet Window



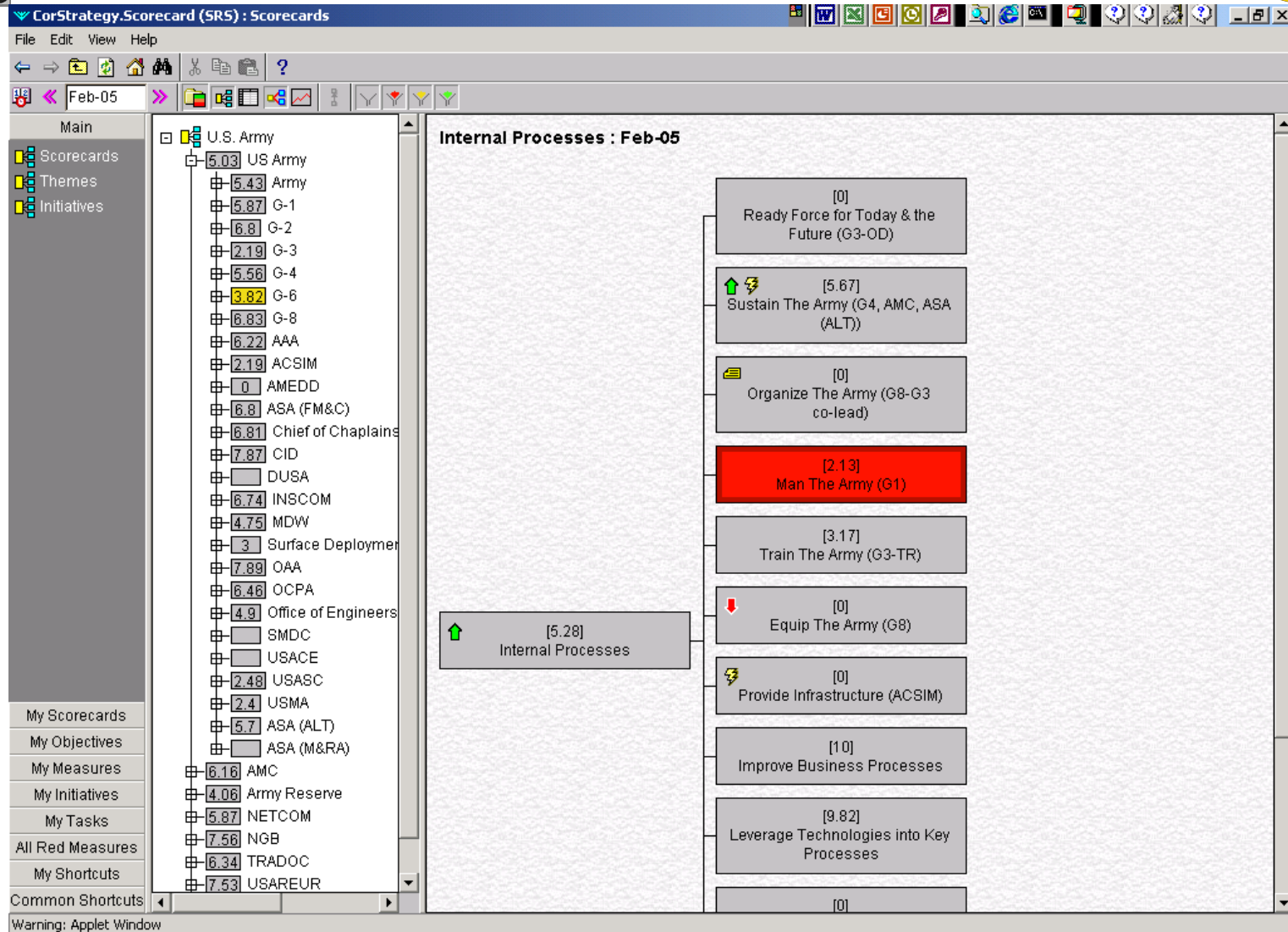
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SRS - Strategy Map View



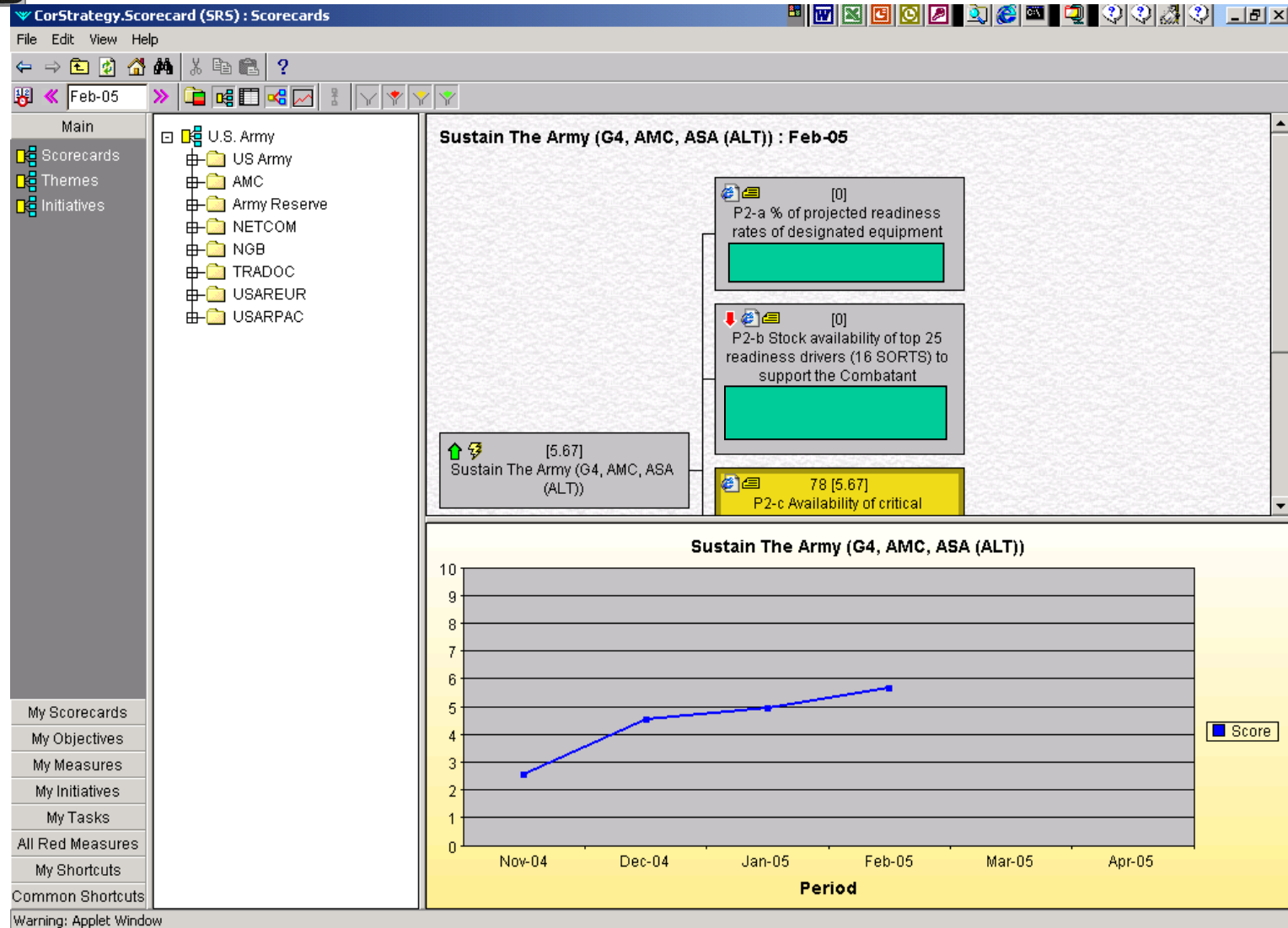
D2-D5: Build the Balanced Scorecard



SRS - Perspective View



D2-D5: Build the Balanced Scorecard



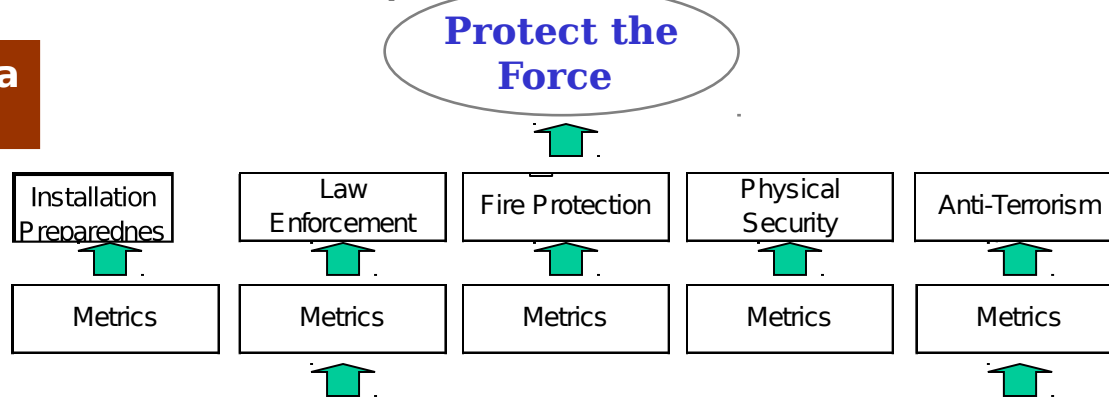
SRS - Chart View



D2-D5: Build the Balanced Scorecard

A more in-depth structure should be developed below each strategic objective off the strategy map. This will better meet the needs of objective owners. Below is an example for *Protect the Force*.

Notional



Law Enforcement (LE) Balanced Scorecard

Performance Objective	Specific Objective	Measurement	Targets		
METL SUB-TASK 2.2: Law Enforcement	Garrison Commanders will have a designated ATO that is formally trained and certified as an Anti-Terrorism Officer and properly assigned	1. % of ATO's Designated (33%) 2. % of Trained (33%) 3. % of ATO's Certified (33%)	> 95%	90% to 95%	< 90%
METL SUB-TASK 2.3: Perform Corrections, Law Enforcement and Physical Security Functions	Supervise and coordinate activities and services provided by garrisons.	% of cases investigated by military police investigation (MPI) and completed within 60 days (ISR 77-02)	> 95%	90% to 95%	< 90%
METL SUB-TASK 2.3: Perform Corrections, Law Enforcement and Physical Security Functions	Supervise and coordinate activities and services provided by garrisons.	Crime Rate Analysis - Military Police Reports (MPR's) analyzed for crime conducive conditions (ISR 77-03)	> 89%	80% to 89%	< 80%
METL SUB-TASK 2.3: Perform Corrections, Law Enforcement and Physical Security Functions	Supervise and coordinate activities and services provided by garrisons.	Crime Rate Analysis - Number of crime conditions minimized or eliminated (ISR 77-03 part b)	> 69%	60% to 69%	< 60%
METL SUB-TASK 2.3: Perform Corrections, Law Enforcement and Physical Security Functions	Supervise and coordinate activities and services provided by garrisons.	% of Military Police Reports (MPR's) finalized within 10 days (ISR 77-04)	> 95%	90% to 95%	< 90%

Force Protection (AT) Balanced Scorecard

AT Performance	Metric	Green Rating	Green Score	Amber Rating	Amber Score	Red Rating	Red Score
Antiterrorism Officers (ATO's) Notes 1,6	On Hand Required	>97%	9	<92%-90%	6	<80%-75%	3
		97%-95%	8	<90%-85%	5	<75%-70%	2
		<95%-92%	7	<85%-80%	4	<70%	1
ATO's trained Notes 2,6	Trained On Hand	>97%	9	<92%-90%	6	<80%-75%	3
		97%-95%	8	<90%-85%	5	<75%-70%	2
		<95%-92%	7	<85%-80%	4	<70%	1
Exercises Notes 3,6	Planned and conducted Required	>97%	9	<92%-90%	6	<80%-75%	3
		97%-95%	8	<90%-85%	5	<75%-70%	2
		<95%-92%	7	<85%-80%	4	<70%	1
Funding Note 4, 5	Funded Validated Requirements	>97%	9	<92%-90%	6	<80%-75%	3
		97%-95%	8	<90%-85%	5	<75%-70%	2
		<95%-92%	7	<85%-80%	4	<70%	1
Overall AT Performance Rating	Sum of all AT Performance Scores	"AT 1" (FY 2002-2004) 9-7	32-25	"AT 2" (FY 2002-2004) 6-4	24 - 16	"AT 3" (FY 2002-2004) <4	<16

Functional Scorecard



D2-D5: Build the Balanced Scorecard

Additional Information

- **Performance Measurement Tool Kit ⁽¹⁾**
- **Basic Training Slides ⁽¹⁾**
- **SRS Student Handbook ⁽¹⁾**
- **Formal Training:**
 - **Fundamentals of the Balanced Scorecard: Offered Monthly at the Pentagon, Call 703-693-8977**
- **Web Based Training:**
 - **www.train.army.mil (Doc # TSP SRS 1)**

⁽¹⁾ Posted on AKO > Files > ACSIM > IMA > IMA Teams > IMA PMR > Balanced Scorecard > Training Resources

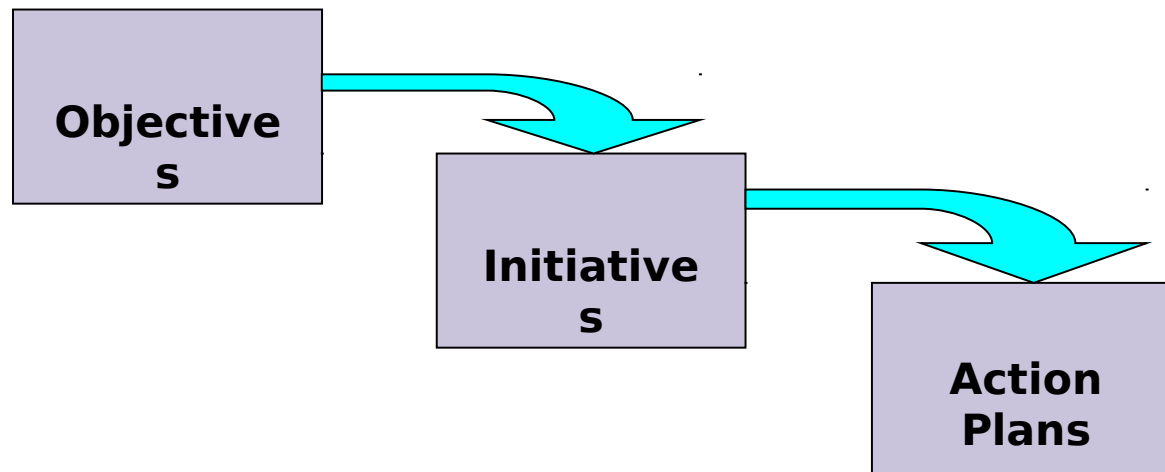


D6: Create Action Plans to Support Initiatives



What are Action Plans?

- The Action Plan identifies the **specific steps** that will be taken to achieve the initiatives and strategic objectives – where the rubber meets the road
- Each Initiative has a supporting Action Plan(s) attached to it
- Action Plans are geared toward operations, procedures, and processes
- They describe who does what, when it will be completed, and how IMA will know when steps are completed
- Like Initiatives, Action Plans require the monitoring of progress on Objectives, for which measures are needed





D6: Create Action Plans to Support Initiatives (cont.)



Action Plan Success Factors

- **Assign responsibility** for the successful completion of the Action Plan. Who is responsible? What are the roles and responsibilities?
- **Detail all required steps** to achieve the Initiative that the Action Plan is supporting. Where will the actions be taken?
- **Establish a time frame** for the completion each steps. When will we need to take these actions?
- **Estimate the resources** required to complete the steps. How much will it take to execute these actions?
- Define the **specific actions** (steps) that must be taken to implement the initiative. **Determine the deliverables (in measurable terms)** that should result from **completion** of individual steps. **Identify in-process measures** to ensure the processes used to carry out the action are working as intended. **Define the expected results** and milestones of the action plan.
- Provide a **brief status report on each step**, whether completed or not. What **communication process** will we follow? How well are we doing in executing our action plan?
- Based on the above criteria, you should be able to clearly define your action plan. **If you have several action plans, you may have to prioritize.**



D6: Create Action Plans to Support Initiatives (cont.)



Questions to Consider During Development of Action Plans:

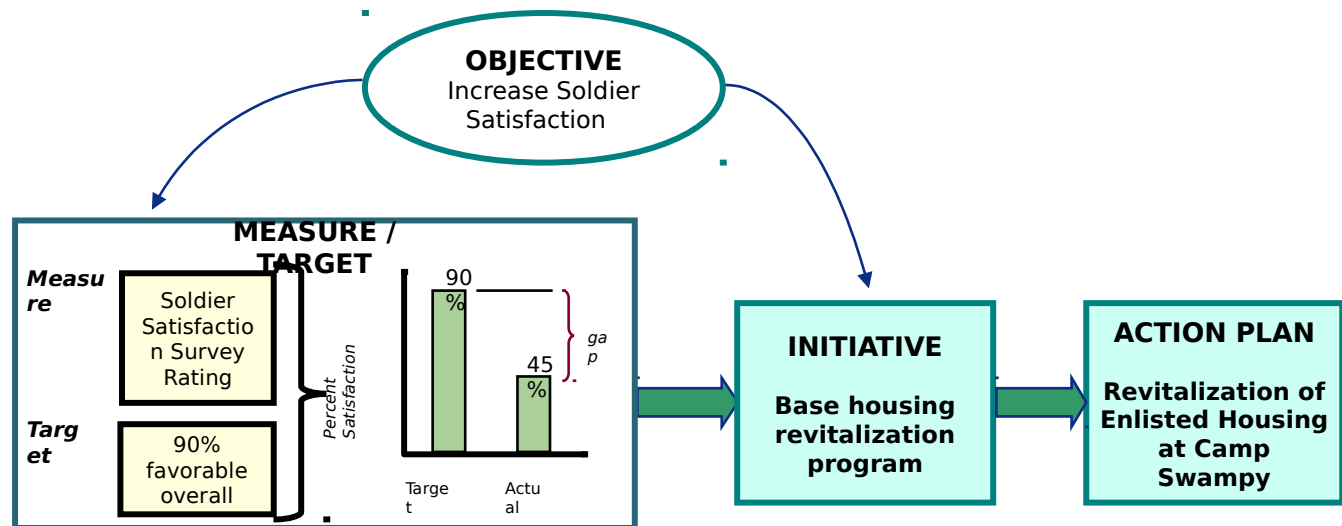
- Who will **oversee and be accountable** for the successful implementation of the Action Plan?
- Have all the required **steps been identified** to support accomplishment of the Action?
- Has a reasonable **time frame been set** for completion at each step?
 - Is the time frame for the Action Plan as a whole consistent with individual time frames projected for steps within the Action Plan?
 - If not, how can these disconnects be reconciled?
- How will the organization **know when each step is complete**?
- What is the **tangible deliverable** that will result from each step (a report release, training session held, **knowledge mastered**, etc.)?



D6: Create Action Plans to Support Initiatives (cont.)



Sanity Check: how relevant is the plan to the strategy, and are initiatives and objectives logically linked





D7: Implement Action Plans



- Requires that you have answered the Who, What, How, Where, and When questions related to the project or initiative that drives strategic execution
- **Coordinate** with lower level sections, administrative and operating personnel since they will execute the Action Plan in the form of specific work plans
- **Assign action** responsibility and set timelines - Develop working plans and schedules that have specific action steps
- Resource the project or initiative and document in the form of detail budgets (**may require reallocation prior to execution**)
- **Monitor** progress against milestones and measurements
- **Correct and revise action** plans per comparison of actual results against original action plan



D8: Link Resources to Strategic Plan



Why must Resources be linked with Strategic Plans?

- The world's best Strategic Plan will fail if it is not adequately resourced
- Strategic Plans cannot succeed without people, time, money, and other key resources
- **Aligning resources to strategic plans helps leadership prioritize scarce resources**
- Aligning resources validates that initiatives and action plans comprising the strategic plan support the strategic objectives
 - Performing an activity that does not directly link to a strategic objective, or is not directed by some other mandate, may be wasting valuable resources.



D8: Link Resources to Strategic Plan



What type of Resources should be Considered as Plans are Developed?

- Every Action Plan should identify the following:
 - The people resources needed to succeed
 - The time resources needed to succeed
 - The money resources needed to succeed
 - The physical resources (space, materiel, technology) needed to succeed
- Resource information is gathered by Objective Owners which is provided to the Resource Management Branches who submit their Annual Budget Estimates.
- Resources identified for each Action Plan are used to estimate the total cost of the Initiative.
- Cost-bundling of Initiatives at the Objective level is used by our **Installation-level** Resource Managers to create the six-year **Program Objective Memorandum (POM)** submission



D8: Link Resources to Strategic Plan



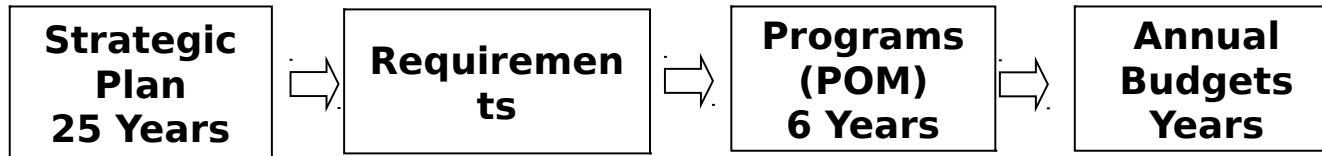
- **Integrate all installation resources**
- **Get Early Wins (Quick Kills)**
- **Seek external sources of funding, manpower and expertise (where possible and permissible)**
- **Articulate your requirements to HQ**



D8: Link Resources Strategic Plan



Impact Of Strategic Planning On Army Budget Cycle



- It is critical to synchronize the strategic planning process with the budget cycle in order to secure resources **(plans drive budget/resource allocations)**
- **Program Objective Memorandum (POM):** A formal document for expressing Army programs over a six-year period (near-term for planning purposes).
- **Requirements:** Resources that must be provided for a program.
- **Budget:** Funding estimates covering a two-year period within the six-year POM Cycle.



Reminders



- **Communicate** strategic plan key elements and information to various audiences and at various level of detail
 - Have target audiences well defined and know what information they would like to see
- Strategic plan above all must be **tied to mission**
- **Intentionally** integrate sustainability and well-being into existing installation planning processes
- Continuously **engage leadership and stakeholders** in the execution and resourcing of the plan



E: Evaluation

- E1 - Evaluate Your Strategy at Each Step (A-F)**
- E2 - Take Corrective Action**



IMA STRATEGIC PLANNING MODEL



Step E

Evaluation and Improvement Steps	Approach to Evaluation
Evaluation - Step One Evaluate Strategy—create cycles of continuous improvement and growth toward a sustainable future and enhanced well-being. Requires evaluating every aspect of planning such as planning assumptions, communicating expectations, gathering feedback	Inputs: Results From Measures Tracked In Association With Objectives From Either HQ IMA Or The Installations; Analysis Of Performance.
	Process: Focus On Key Success Factors, Evaluate Action Plans As Leading Indicator; Conduct An Analysis Of Measures And Assess The Effectiveness Of Initiatives And Action Plans; Staff/Stakeholder Review And Analysis; Process Is Ongoing And Geared Toward Improvement; Assess Planning Model For Modification
Improvement - Step Two Take Corrective Action—using the evaluation data to take corrective action and fine tune the planning process	Deliverables: “Dashboard” Report Card Usable/Viewable At All Organizational Levels; Summary Of Best Practices; Analysis Of Performance



E2: Evaluate Your Strategy



Review your strategy, objectives, initiatives, and action plans

Steps:

- Establish a periodic review cycle
- Establish a systematic process for data analysis and competitive comparisons or benchmarking activities
- Review goals, objectives and action plans
- Use metrics and periodic reviews to assess progress toward goals
- Graph and analyze trends and compare to government and private industry data
- Select performance indicators
- Share lessons learned with all stakeholders
- Ask for feedback

Imperatives:

- Focus on key success factors
- Evaluate action plans as a leading indicator
- Evaluate accuracy, reliability, and completeness of BSC data
- Evaluate appropriateness of stakeholder participation
- Assess the planning assumptions for accuracy
- Check the balance of short- and long-term challenges and opportunities
- Check the balance of strategic objectives and stakeholder needs
- Evaluate results against objectives and action plans
- Evaluate effectiveness of managing to the plan
- Check alignment of actions with performance goals



E3: Take Corrective Action



Develop **and embed** a continuous improvement cycle that reviews progress toward goals and provides actionable information to help close gaps

Steps:

- Translate organizational performance review findings into priorities
- Deploy priorities and opportunities throughout organization and to appropriate suppliers and partners
- Deploy results to **appropriate** stakeholders for feedback - analyze feedback
- Review Army and IMA strategy documents for any changes that affect the plan
- Update strategy and specify any new requirements
- Document changes and communicate updates
- Recognize and reward continuous improvement
- Begin the cycle again

Questions to consider:

- Have catalysts causing change been identified?
- Does an update strategy exist? Is it in place?
- Have conclusions or recommendations been developed based on data?
- Does the evaluation data have any impact on current strategy?



F: Feedback and Reporting Tools

- **Performance Management Review (PMR)**
- **Army Performance Improvement Criteria (APIC)**
- **Activity Based Costing (ABC)**
- **Installation Status Report (ISR)**
- **Interactive Customer Evaluation (ICE)**



IMA Strategic Planning Model



Step F

Feedback	Approach to Feedback...
Feedback and Reporting Tools	Inputs: Results And Analysis From Evaluations
	Process: Communicate Results To All Constituents; Occurs Throughout Process; Requires Continuous Improvement
	Deliverables: Strategic Management System For A Sustainable Installation; Annual Report;
	Players: Staff Principals At All Levels Lead: Plans Office At Appropriate Level



Performance Management Review (PMR)



Performance Management Review is the IMA performance management system and **primary reporting mechanism** to key stakeholders
Key Elements:

- **Tactical performance** at the installation level, operational performance at the region level and strategic performance at the HQ-Region level
- Garrison and region performance measures aligned to the Garrison **Mission-Essential Task List (METL)**
- Agency performance measured through the strategic plan goals using operational and strategic performance measures collected at the garrison and region/HQ levels
- Performance measures derived from **Installation Status Reports (ISR Part III)**, **Common Levels of Support (CLS)** measures and other strategic measures
- **Garrison commanders and regional directors direct the resources and staff toward areas needing improvement (reallocation and prioritization)**
- Performance data managed through an automated performance management tool
- Reports are provided to customers and stakeholders



ACOE Feedback Sample



2.1 Strategy Development—Strengths

2.1a(1) The strategy development process (Figure 2.1-1) is a systematic process that is aligned and well-integrated with its performance excellence approaches in key areas, including its Leadership System; stakeholder, and market knowledge processes; staff-focused processes; measurement, analysis, and knowledge management processes; and process design and management approaches. This alignment and integration may help the district maintain its focus on the future while addressing its key strategic challenge of being agile and responding to a rapidly changing environment. The SPP includes 12 major steps over five phases, and the command and senior staff all participate in its development and deployment. The strategy development process addresses short-term (3-6 year) and longer-term (15 year) planning horizons, which align with IMA Plans and POM cycles. The strategy development process has undergone six cycles of improvement.

2.1a(2) The installation collects and analyzes a variety of data and benchmarking information and conducts numerous environmental analyses at various levels (Figures 2.1-2 and 4.1-2) to provide information for the strategy development process on most of the key factors affecting the organization.

2.1b(1) The installation identifies its key strategic objectives, related goals, and time frames for accomplishing its strategic objectives (Figure 2.1-3).



ACOE Feedback Sample



2.1 Strategy Development—Opportunities for Improvement

2.1b(1) Although the installation identifies its key strategic objectives and broad time frames for accomplishing each strategic objective (Figure 2.1-3) they are not integrated and aligned with the senior leader quarterly review cycle (reported in Item 4.1b(1)), which makes it difficult for leaders to determine accurately whether progress is on schedule or needs adjustment.

2.1b(2) While the applicant's environmental analyses provide input to the strategy development process on a variety of factors, the strategy development process does not addresses issues related to installation realignment, the competitive environment, and the redirection of resources, challenges identified as critical in the organizational profile. The strategic plan and related objectives do not address critical areas and may make it difficult for the installation to be successful as a result.



Activity Based Costing (ABC)



ABC measures the **cost and performance** of resources, activities and cost objects and links them to products, services, customers, and other “cost objects” based on their consumption of those activities
Benefits:

- Measures the cost of work (activities and processes)—instead of being budget-driven, ABC focuses on activities (receive material, store material, deliver material) and what those key activities cost
- Provides the commander/manager greater visibility into the true costs of providing essential services
- Helps reduce cost requirements and enables the reassignment of resources for critical under-financed requirements
- Supports continuous improvement and accountability requirements of IMA
- Increases capability to satisfy increasing customer demands
- Increases ability to estimate value provided by activities
- Commanders/managers can use information to develop cost savings initiatives and measure organizational performance



Interactive Customer Evaluation (ICE)



The ICE system is a web-based tool that collects customer/stakeholder feedback on services provided by various organizations throughout the Department of Defense (DoD)

Benefits:

- **Allows DoD customers to provide feedback to service provider managers quickly and easily**
- **Gives leadership timely and actionable data on service quality, which enables them to identify problems and prevent their recurrence**
- **Allows managers to benchmark the performance of their service providers against other DoD organizations**
- **Encourages communication across organizations by comparing best practices to increase performance results**
- **Cost effective**



Appendix: Reference Tools

- Brainstorming
- Cause & effect diagram
- Tree diagram
- Nominal group technique



Reference Tools



Brainstorming is a method to creatively and efficiently generate ideas on organizational mission, vision, goals, objectives and measures

Benefits:

- Encourages open thinking
- Involves all planners
- Allows planners to build on each other's ideas

Steps:

- State and agree on central brainstorming question
- **Use APIC criteria requirements to help identify potential system gaps**
- Capture ideas sequentially, each person in turn
- Record all ideas
- Review the recorded ideas for clarity and duplication deletion



Reference Tools



Cause and effect diagram (fishbone diagram) is used to identify all of the root causes of a problem or condition to develop organizational goals and objectives

Benefits:

- Focuses on the content and causes of the problem, not symptoms
- Collects knowledge of the problem and builds support of the solution

Steps:

- Select the “dispersion analysis type” (cause category focus) or “process classification type” (process step focus)
- Agree on the problem statement
- Brainstorm potential causes
- Develop major cause categories
- Assign causes to categories
- Link with other tools such as “5 Whys”



Sample Reference Tools



Tree diagram maps mission, goals and objectives into increasing levels of detailed action for implementation

Benefits:

- **Allows stakeholders to view logical linkages**
- **Advances planning from development to implementation**
- **Reveals level of complexity in achieving mission, goals and objectives**

Steps:

- **Select the high (first tier) level statement (mission, goal, or objective) to map**
- **Develop second tier task areas to pursue**
- **Map each second tier task area to greatest level of detail by identifying actions to achieve the preceding task stopping when single assignable actions are identified**
- **Review the tree for logical flow and completeness**



INSTALLATION MANAGEMENT AGENCY



“Sustain, Support, and Defend”